



Miami-Dade County, Florida

**GEORGE M. BURGESS
COUNTY MANAGER**

June 22, 2005

Honorable Carlos A. Alvarez
Mayor

Honorable Commission Chairman Joe A. Martinez and Members,
Board of County Commissioners

Dear Mayor Alvarez, Chairman Martinez, and County Commissioners:

In accordance with the Home Rule Charter and State Law, I am submitting for your consideration the recommended FY 2005-06 Proposed Resource Allocation and Multi-Year Capital Plan, which represents a carefully constructed, balanced revenue generation and spending plan for Miami-Dade County. The process that led to the development of this year's Proposed Resource Allocation Plan was unprecedented in the level of input and involvement from all levels of our organization – from you, our elected officials, through the Commission Committee process as well as one-on-one meetings, to the Commission Auditor, to my immediate staff, our Department Directors, and our community. This input has been tremendously valuable, allowing us to refine this Resource Allocation Plan in accordance with your priorities and concerns. This is the second Resource Allocation Plan to employ our Resourcing for Results methodology. Beginning with the priorities outlined in our Strategic Plan, we have refined those goals and outcomes to reflect the annual business planning to the measurable results that may be achieved within the resources that will be available.

I believe this plan is a continuation of our efforts to address the priorities of our community, while emphasizing excellence in the provision of our services. As I did last year, I have focused resources in targeted service areas to generate results that matter to our constituents and continued along the path we forged to improve our fiscal strength and structure. Because of our strong property tax roll growth, we are also able to address long-term needs, further strengthen our fiscal condition, and make investments for the future.

My focus in formulating this budget was to:

- Mitigate the impact of the roll growth on property owners through a tax rate reduction,
- Strengthen our reserves,
- Reduce personnel through staffing reviews and the implementation of efficiencies,
- Streamline our budgetary structure and practices, and
- Make prudent investments for our future.

I believe this budget has achieved each of these objectives and represents an extremely sound fiscal plan.

PROPOSED BUDGET

The total Proposed Budget for FY 2005-06 is balanced at \$6.859 billion, of which \$4.338 billion represents the direct operating budget and \$2.521 billion is funding for capital projects. The tax supported budgets, the Countywide General Fund, Unincorporated Municipal Service Area (UMSA) General Fund, Library System, and Fire Rescue District budgets, total \$2 billion, or 46 percent of the total operating budget. Attachment I to this message includes charts that graphically compare the various budgets, both operating and capital, for FY 2004-05 and FY 2005-06.

This Proposed Budget represents a 9.6 percent increase from the FY 2004-05 Final Adopted Budget of \$3.96 billion. The largest increases are in the Public Safety and Transportation strategic areas. The Public Safety strategic area budget grows by 11 percent due to increases in Corrections and Rehabilitation to properly fund their staffing needs and the Fire Rescue Department to fund the annualized cost of new service. The Transportation strategic area budget increases 11 percent primarily due to the increased general fund maintenance-of-effort (MOE) for Miami-Dade Transit and new service funded as a part of the People's Transportation Plan. Attachment I to this message contains charts detailing revenues and expenditures for the tax-supported and proprietary budgets, the capital budget, and the overall Proposed Budget broken down by strategic area. A table is also included that shows for each department, by strategic area, funding and positions for the previous, current, and next fiscal year (Attachment II).

TAX ROLL, MILLAGE RATES, AND FEE ADJUSTMENTS

Miami-Dade County has experienced unprecedented property tax roll growth in the past four years. Over the previous five years, the average annual growth was 5.1 percent. In the past four years, the countywide property tax roll has grown 8.6 percent, 9.9 percent, 12.4 percent, and 13.4 percent, respectively. The June 1, 2005 property tax roll estimate shows 16.5 percent growth from the previous year and the current estimated growth is 18.7 percent. This extraordinary growth has both positive and negative impacts on our community and its residents. While economists are not in agreement regarding future tax roll growth, it is difficult to believe that such increases can be sustained. We are not the only community with this experience. While property tax values in the State of Florida are increasing by high percentages, across the country there have also been comparable degrees of growth in highly desirable areas. San Diego County, California, for example, has realized a 9.6 percent average increase in its roll assessment in the last three years

while Maricopa County, Arizona, has realized a 40 percent increase, and Clark County, Nevada has realized a more than 45 percent increase in just the last two years. The following table illustrates property tax roll increases for the largest counties in Florida.

**10 Largest Florida Counties
Tax Rolls**

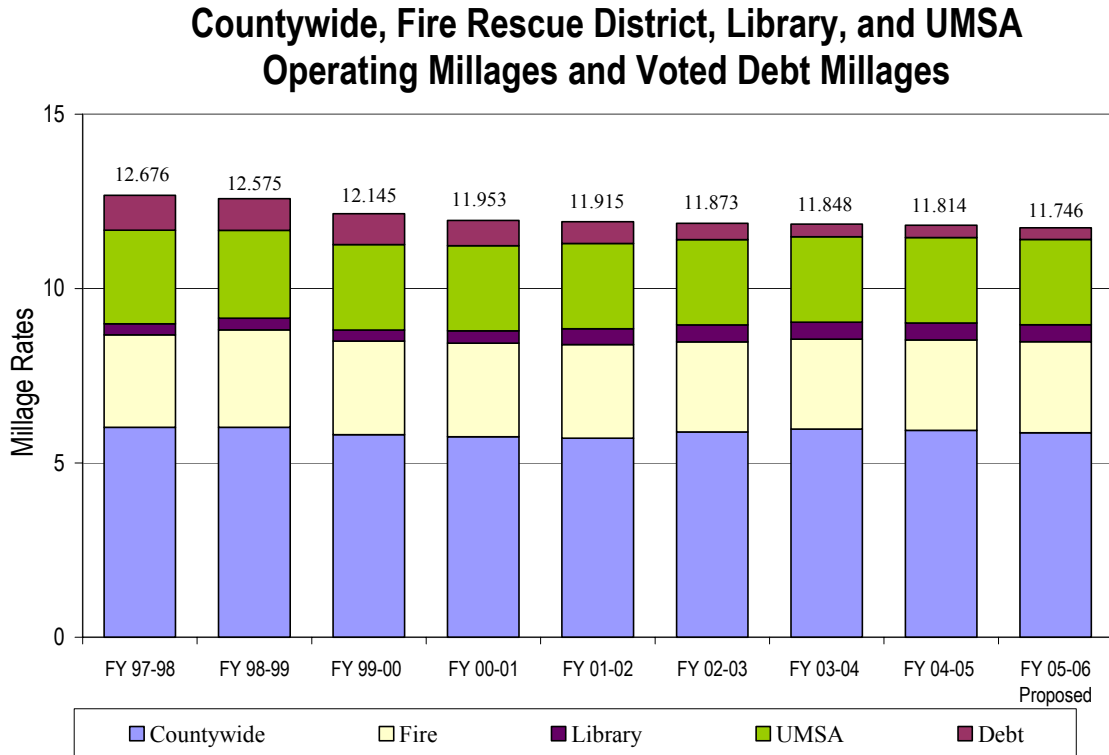
Florida Counties	2005 Tax Roll % increase from 2004
Lee	25.00%
Sarasota	21.00%
Collier	20.96%
Palm Beach	19.60%
Hillsborough	19.50%
Miami-Dade	18.70%
Pinellas	14.50%
Orange	13.43%
Broward	12.30%
Duval	N/A
Average	18.33%

The increase in property values has stimulated our local economy. Property owners have seen the value of their investment increase dramatically. New residents and businesses have been attracted to our community because of the investment potential. These increased property values have also allowed for increased revenue to accrue to local government to fund needed services.

There are negative impacts, however, associated with this level of roll value growth. While homeowners with homestead exemptions have been protected by Amendment 10 which limits the annual increase in assessed value to the Consumer Price Index (CPI) or three percent, whichever is lower, renters, commercial property owners, and new property owners bear the burden of this increase. Several legislative proposals have surfaced in recent years in an attempt to protect our most vulnerable residents. When affordable housing is no longer available, the economic benefits that have derived to the community will begin to reverse. Under separate cover, I will provide to you a report detailing the impacts of the substantial roll growth and well-focused proposals for protecting those most negatively impacted.

Even though the value of the tax roll has increased an average of 11.9 percent annually over the past four years, other revenues in our tax-supported budgets have increased at a lower rate, remained flat, or decreased. Consequently, the increase in total countywide general fund revenue has been 5.9 percent annually over the same time period. The property tax roll growth has provided a relief valve for the loss of other revenues, allowing us to maintain service levels and make slight reductions to the combined property tax millage rates. In fact, we have reduced our combined millage rates each year for the last eight years. If the County's millage rates were at the FY 1994-95 level the last budget at the ten-mill rate cap, we would collect \$181 million in additional

property tax revenues in FY 2005-06 as compared to the level being budgeted. The following chart shows the approved millage rates for the past eight years.



In order to provide some relief to our property tax payers from the negative impacts of this property tax roll growth experience, but also properly plan for the future and the anticipation that this roll growth will slow, I recommend a reduction of 0.068 mills to the countywide millage rate, combined with the strengthening of the tax equalization and other reserves. This Countywide millage rate reduction is twice the level of the property tax rate decrease adopted last year. At this rate, a tax equalization reserve of \$6.5 million is provided. This tax equalization reserve will protect us from the inevitable losses that will accrue as a result of the Value Adjustment Board process, as well as provide a buffer to avoid or limit potential future millage increases, should the real estate market decelerate. With this recommended millage rate, we will also be able to invest in information technology projects, needed pay-as-you-go capital projects, which will build a foundation for the future, and targeted service enhancements. The following chart details the millage rates I recommend for approval. It is important to take advantage of this unprecedented opportunity to improve our infrastructure and our fiscal stability in order to strengthen our organization for the future. The annual impact to the owner of a home of average value with a homestead exemption (\$133,290) that lives in unincorporated Miami-Dade County will be \$38.50, or \$3.21 per month, less than the cost of a one-night movie rental at your local video store. A similar homeowner living in other parts of Miami-Dade County would pay for even less. For example, the owner of a home of average value with a homestead exemption in the City of Miami would only pay \$18.67 more annually (\$1.56 per month), and a similar homeowner in the City of Hialeah would pay only \$16.78 (\$1.40 per month).

MILLAGE TABLE			
Taxing Unit	FY 2004-05 Actual Millage	FY 2005-06 Proposed Millage Rate	Percent Change From FY 2004-05 Actual Millage
Countywide Operating	5.935	5.867	-1.1%
Miami-Dade Fire Rescue Service District	2.592	2.609	0.7%
Miami-Dade Public Library System	0.486	0.486	0.0%
Total Millage Subject to 10 Mill Cap	9.013	8.962	-0.6%
Unincorporated Municipal Service Area (UMSA)	2.447	2.447	0.0%
Voted Millages -- Debt Service			
Countywide	0.285	0.285	0.0%
Fire Rescue District Special Obligation Bond	0.069	0.052	-24.6%
Sum of Operating and Debt Millages	11.814	11.746	-0.6%

While the Solid Waste household collection rate is recommended to remain at the current level, the budget includes a 3.5 percent CPI adjustment to Water and Sewer Department (WASD) revenues, to support increasing operations and maintenance costs. It is critical that we address the operating and capital needs of WASD. WASD, like many other water utilities, has been significantly impacted by water conservation efforts. Over the last twenty years, Miami-Dade County has been successful in reducing per customer water consumption by an average of 1.5 percent annually. This great success has come at the cost of WASD revenues. Similar to other utilities, we may be examining future rate adjustment mechanisms that further promote conservation, while protecting the ability of our utility to properly operate and maintain its infrastructure. Other miscellaneous minor fee adjustments are detailed in departmental narratives, including Consumer Services, Public Works, Park and Recreation, and Cultural Programs.

RESULTS ORIENTED GOVERNMENT

We are transforming our organization to a results oriented government. An ordinance establishing a "Governing for Results" framework in Miami-Dade County will be considered by the Board this month. This ordinance will codify the systems we already have in place for developing policies, allocating resources, and appraising performance based upon the Strategic Plan, which was formulated through an inclusive community-wide process and adopted by the Board. Based upon the goals, objectives, and desired outcomes outlined in the strategic plan, departments have developed annual business plans. These business plans are the basis for our Proposed Resource Allocation Plan or Proposed Budget. The allocation of resources is tied to the results indicated in

the departmental business plans and senior management is held accountable for adhering to the budget, as well as delivering the results that have been promised. In January we released the first Community Scorecard, which established the baseline measures for the results that members of our community have indicated are most important to them. An annual scorecard will update our community on these results each year.

RESOURCE ALLOCATION PRIORITIES

This Proposed Resource Allocation Plan has been developed as part of this very deliberate process. On January 31, 2005, I submitted to you my recommended budget priorities for FY 2005-06. These priorities were developed using the Strategic Plan as a foundation and were based on discussions held with each of you on the things that are most important to our community. These priorities are the structure upon which this Proposed Resource Allocation Plan has been built. The priorities and budgetary issues outlined in the Mayor's March 31 budget message and expressed through each of the Commission Committees are also addressed in most cases. The following highlights, by priority area, illustrate how each of the recommended priorities has been addressed in the Proposed Resource Allocation Plan.

Meeting the primary expectations of our customers

In the past three years, the Miami-Dade County electorate has voted to tax themselves for two major initiatives to be implemented by the County: the Building Better Communities general obligation bond program, and the half-cent sales surtax for the People's Transportation Plan. Clearly, our community believes that improving our infrastructure, restoring County facilities, developing parks, expanding cultural facilities, providing affordable housing and a quality healthcare system, stimulating our local and regional economy, and improving and expanding our transportation system are all high priority needs:

Priority 1: Successfully implement the Building Better Communities (BBC) Bond Program

The first bond sale anticipated for summer 2005 will fund more than 200 capital improvement projects that will touch every neighborhood in Miami-Dade County. We will launch the bond program on June 28, 2005 with a kick-off ceremony at Virginia Key Beach Park, the site of a future museum and other island improvements, partially funded by the BBC. The first bond sale includes projects such as: Amelia Earhart Sports Complex, Camp Matecumbe, Coral Gables plaza improvements, Domino Park, Franjo Road water/sewer project, Haulover Park, Jackson Memorial Hospital (JMH) emergency services, Lyric Theater, Metrozoo, Miami Beach South Shore Community Center, North Miami Beach Silverman Park, Opa-Locka Pool/Gym, Trail Glades, Tropical Park Equestrian Center, Virginia Key Beach Park, Vizcaya, a new mental health facility to house and treat individuals with mental illnesses who would otherwise be placed in our jail system, funding for public building and facility renovations, and sidewalk and resurfacing improvements on local streets.

Priority 2: Continue to implement the People's Transportation Plan (PTP)

Projects funded for FY 2005-06 in the PTP include final design and land acquisition for construction of the Earlington Heights – MIC Metrorail connector, planning of the two other segments of the Metrorail Orange Line (from the Tamiami campus of Florida International University up to the Broward County line), acquisition of 99 new buses and 73 replacement buses, initiation of the Metrorail mid-life rail car rehabilitation project, design of two overpasses across US1 to Metrorail stations, ADA sidewalk repairs, street light retrofits, drainage and resurfacing along arterial roads, and the construction and reconstruction of roads throughout the county (\$216 million). In FY 2005-06, Miami-Dade Transit will implement a total of 3.6 million additional revenue miles through the establishment of five new routes and improvements to 41 existing routes. Staff has also developed a sound financial plan to properly fund Miami-Dade Transit and meet the expectations of the PTP. The FY 2005-06 Proposed Resource Allocation Plan increases the MOE to \$127.482 million, which is consistent with the recommended PTP Amendment approved by the Regional Transportation Committee on June 8, 2005, following approval by the Citizen's Independent Transportation Trust on April 27, 2005.

The little things

Appearance, aesthetics, and upkeep – what we refer to as “the little things” – are most often cited in citizen surveys, constituent contacts, and meetings in our neighborhoods as the most important attribute to residents' positive feelings about their community.

Priority 3: Improve roadway signage and signals and continue installation of traffic calming devices and illuminated traffic signs

The FY 2005-06 Proposed Resource Allocation Plan includes enhanced funding for street sign replacement and the installation of 24 illuminated street name signs, using light emitting diode (LED) technology. Development of the Advanced Traffic Management System will begin in December to provide for the monitoring of all traffic lights and improving traffic synchronization. The Public Works Department will install new school crossing signals at up to 15 new sites and construct four traffic circles along local roads.

Priority 4: Continue maintenance and improvement of rights-of-way, parks, and other public lands and facilities, including litter clean up

Funding is included for continued roadway beautification and litter pick up. The Safe Neighborhood Parks Bond Program will issue its final series of bonds, generating \$58 million for park improvements across the county. Funding will be doubled to \$1 million for the Community Image Advisory Board, with enhanced support for the Community Image Liaison to increase litter pick-ups, enhance the tree canopy, and implement recommended improvements to designated rights-of-way.

A vibrant, sustainable community

To ensure Miami-Dade County remains a vibrant community, we must ensure that our residents have a good quality of life. The availability of jobs, access to affordable housing, programs to address the needs of all elements of our community - including programs for children and the elderly, and recreational and cultural programs in harmony with our diverse community – attract

new residents to Miami-Dade County and keep current residents here. Protecting our environment ensures our community will remain healthy into the future.

Priority 5: Ensure the continuation of efforts to balance the need for responsible sustainable development

The Department of Environmental Resources Management (DERM) will offer to purchase approximately 500 acres of environmentally endangered lands for acquisition and provide for active restoration of 3,000 acres. The Department of Planning and Zoning (DP&Z) will work with the new Agricultural Liaison to implement a Purchase of Development Rights (PDR) Program with Building Better Communities (BBC) proceeds (\$2.5 million) over two years.

Priority 6: Support the creation of valuable employment opportunities and provide sufficient affordable housing

The Outreach Internship Program will continue providing opportunities for people with disabilities. Enhancements to the Department of Business Development to support the new Small Business Enterprise (SBE) program will be funded to foster economic growth and increase opportunities for small businesses in Miami-Dade County. The International Trade Consortium will facilitate, educate, and support five businesses through its international business incubator. The Housing Finance Authority will finance approximately 100 rental units for low- and moderate-income families and 80 new homeowners. The Miami-Dade Housing Agency will convey 130 infill lots to community development corporations and for-profit development firms and facilitate the sale of 120 lots to low- and moderate-income families. As a result of increased down payment and closing cost assistance, the Metro Miami Action Plan will increase the number of loans issued to low- to-moderate income households to 375 from 325. The Empowerment Trust will construct 75 units of single-family housing and fund or construct 150 affordable housing units in FY 2005-06. A program to allocate funds over the next three years to community-based organizations who provide mentoring and job training in the construction trades will be funded with BBC interest proceeds (\$250,000).

Priority 7: Concentrate on social service needs for all segments of the community, including children's programs; healthcare and insurance; intervention, prevention and diversion programs; meals for the elderly

Funding for the Alliance for Human Services has been enhanced to provide support for the Social Services Master Planning process (\$350,000). The Teen Court program will be continued supported by the reinstated traffic ticket surcharge and comprehensive services for children entering the criminal justice system provided through the Juvenile Services Department formally known as the Juvenile Assessment Center. The Department of Human Services (DHS) will provide over 137,000 hours of in-home support services to 385 elderly clients, including personal care, homemaking, respite services, and delivery of meals. Almost 400,000 meals will be provided through DHS, Community Action Agency (CAA), and community-based organizations, including meals for homebound elders. CAA's Senior Companion and Foster Grandparents programs will provide services to 300 elderly persons and 500 at-risk children. We will provide almost \$200 million in day-care

and other support services to almost 40,000 children and their families. Recreational programming at park facilities will continue with 9,780 registered participants in summer camp, 2,100 registered for sports development programs, and 8,800 registered in learn to swim programs. The Office of Countywide Healthcare Planning has been fully funded to support professionals in the areas of health finance, health data, and health services research to provide actionable recommendations on leveraging and enhancing health initiatives.

Priority 8: Expand and support recreational and cultural programs and facilities

The Miami-Dade County Library System will continue to expand services through the development of its capital plan, automation initiatives, and outreach services. The FY 2005-06 Proposed Resource Allocation Plan includes funding for the operation of two new libraries (Golden Glades and Sunset) and the commencement of construction of two additional libraries (Naranja and Kendale Lakes). Library patrons will have the ability to check books out more rapidly through the installation of seven self-check out machines and will have access to an increase number of computer workstations. The FY 2005-06 Proposed Resource Allocation Plan also includes funding to procure two new bookmobiles to provide library services to underserved areas in the community, and to maintain the current collection of over 4 million items. It is expected that the libraries will provide free tutoring service to approximately 29,000 students in the upcoming fiscal year. Funding for cultural programs will be enhanced by \$500,000 to a total of \$8.909 million. The Park and Recreation Department will provide additional recreational opportunities through new and expanded facilities; including the operating and staffing of three new recreational centers, three renovated recreational centers, three new playgrounds at family aquatic centers, and additional maintenance activities at various facilities and parks throughout Miami-Dade County as well as provide year round service at two pool facilities (\$2.299 million). The FY 2005-06 Proposed Resource Allocation Plan includes funding for the planning and design of a new children's courthouse (\$4.186 million). The FY 2005-06 Proposed Resource Allocation Plan also includes funding for operational support to the Performing Arts Center Trust for the management of the PAC (\$5.344 million); multi-year operational support of \$11.054 million is recommended from FY 2006-07 through FY 2009-10.

A safe community

It is our duty to keep our residents safe. We must do everything we can to ensure that timely fire and rescue service is available throughout the service area. The response time for our first responders must be improved. We must adequately fund our mandated responsibilities, such as the Medical Examiner and Correction and Rehabilitation Department, as well as the County obligations of the court system. Our Office of Emergency Management needs to be prepared for any emergency, from an oncoming hurricane to a terrorist threat.

Priority 9: Provide required training and equipment for public safety functions

As of last week, 204 first-line supervisors and field training officers and supervisors completed the first phase of Crisis Intervention Team training to deal with mentally ill subjects. By the end of FY 2004-05, more than 400 sworn personnel will have been trained. Weapons employing non-lethal technology will be fully implemented during FY

2005-06, construction of a vehicular driving range for the Police Department will be initiated and we will continue the purchase of mobile computing units. Development of the Fire Department's Training Center will continue. Four Correction Officer Training Academy classes and four Police Officer Training Academy classes will be held in FY 2005-06. The Corrections and Rehabilitation Department's overtime expenses, including fringe benefits, will increase by \$4.7 million to \$12.5 million in FY 2005-06 from \$7.8 million in FY 2004-05 to accommodate increased supervisory training for sworn staff, coverage for employees attending biannual physicals, late court schedules, and expected vacancy levels. In addition, as part of the FY 2005-06 Proposed Resource Allocation Plan, approximately 40 food service Retherm units, which have exceeded their life expectancy, will be replaced (\$1.1 million) to provide better working conditions for staff and to ensure that meals are maintained at the proper refrigeration level and heated adequately prior to distribution, reducing the possibility of food borne illness. Self-Contained Breathing Apparatuses will be purchased to ensure the safety and security of the Corrections Department staff and inmates. A volunteer coordinator position is funded in the Office of Emergency Management to increase the number of volunteers available to assist during a disaster.

Priority 10: Improve response times through facility placement, community policing, and other strategies

To adequately meet community needs, two new fire stations will be opened (Naranja Lakes and Trail #61) and two existing stations (Key Biscayne #15 and Pinecrest #49) will receive enhanced services (\$2.01 million), in addition to the conversion of four units to advanced life support (ALS) status (\$234,000). Implementation of the upgraded computer-aided dispatch (CAD) system will be completed in FY 2005-06. In concert with additional mobile computing units that will be deployed, a reduction in Police emergency response time to 4.45 minutes from 4.92 minutes is anticipated.

A community of opportunities

Miami-Dade County is the gateway of the Americas. People from around the world travel through our community on their way from one corner of the globe to another. Miami International Airport (MIA) is ranked the nation's third leading international passenger airport and is the USA's largest combined Latin American/Caribbean gateway, handling 56 percent of Central American and 33 percent of Caribbean passenger traffic traveling between USA and these regions. MIA handles 92 percent of the dollar value of Florida's total air imports and exports; it is the nation's leading international freight airport and eight in freight volume in the world. The Dante B. Fascell Port of Miami is the third leading port in the country. It is projecting for FY 2005-06 an increase to the amount of cargo tons processed to 9.8 million from 9.5 million.

Priority 11: Continued implementation of the MIA Capital Improvement Plans to attract airlines and passengers and Seaport Capital Improvement Plan to allow for efficient and secure operations

The FY 2005-06 Proposed Resource Allocation Plan includes \$126.328 million for capital projects at the Dante B. Fascell Port of Miami-Dade, including \$1 million for security cameras, \$32.289 million for cargo facility improvements and \$2 million for gantry cranes, \$47.896 million to continue new terminal D and E, and \$52.73 million to continue dredging.

The Resource Allocation Plan includes \$716.6 million for capital projects at MIA, with \$316.748 million for North Terminal development and construction, \$262.037 million for other terminal improvements, \$23.723 million to continue the MIA mover project, and \$26.114 million to continue required security improvements.

An effective government

To be an effective government, our customers need to be able to tell us what they need and want and we must be able to respond to their requests. Our 311 Answer Center and Internet portal are our front door; we need to make sure our customers feel welcome and can transact business conveniently. Our internal processes must support, not inhibit, our delivery of excellent services. Our organization must be fiscally stable and financially healthy, including our proprietary operations and the Public Health Trust. We must promote an honest, ethical government.

Priority 12: Continue implementation of the 311 Answer Center and community outreach and awareness efforts

The 311 Answer Center will serve as a single point of contact for all non-emergency public services. Currently, our call center responds to more than 80,000 calls monthly with an estimated one million total calls projected for FY 2004-05 and nearly 2.5 million calls for FY 2005-06. Due to the countywide significance of this process, I moved the Answer Center operations and coordination to my office this year under the direct supervision of the Chief Information Officer. The 311 Answer Center will be announced to the public beginning July 2005 with the official kick-off scheduled for September 2005. The FY 2005-06 Proposed Resource Allocation Plan includes two new Team Metro Neighborhood Compliance Officers (NCO), converting two Environmental Investigative Unit Officers and a Service Representative to NCOs, and fully funding seven currently vacant NCO positions; therefore incorporating a new compliment of 12 NCOs into the Team Metro enforcement activities to provide more proactive code enforcement in our neighborhoods. This service enhancement reduces the ratio of UMSA residents to NCOs to 16,054 from 20,432 residents to one. The Proposed Resource Allocation Plan includes funding for the retrofitting of an additional Government on the Go Bus and two additional Outreach Specialist positions responsible for the operations and activities of the bus (\$200,000). Expected to be fully operational in mid-year, it is anticipated that the number of outreach events will increase from 270 to 415 and the number of people reached by the bus will increase from 9,400 to 15,300.

Priority 13: Improve the building permit and development process

An analysis of the entire permitting process has been initiated. Staff is working with the building industry and County departments. The Office of Strategic Business Management (OSBM) Performance Improvement Division is currently studying the zoning, platting, plans review and permitting, and inspections processes, with a goal of decreasing the amount of time plans spend in the development and permitting processes, while enhancing customer service. We have received extensive customer feedback through wide-scale industry involvement and comprehensive on-line surveys, as well as researched nationwide best practices and performance measures and targets. I anticipate forwarding to you a recommendation and implementation plan by the end of this year.

Priority 14: Provide effective services; improve service through technology and the application of best practices

The paperwork process for lot clearing and abandoned vehicle remediation cases will be automated to reduce processing errors and improve processing time to assemble packages for assignment to contractors. A paperless Web-Enrollment process for the 2006 employee benefits election period will be implemented to streamline the operation and reduce data entry error. The Department of Procurement Management (DPM) will issue 87 percent of all bid announcements electronically, an increase from 85 percent in FY 2004-05. Targeted improvements in technology are also being proposed for the Employee Relations, Finance, and Elections departments. As part of these initiatives, we will proceed with a multi-year phased acquisition of an integrated human resources system and the purchase of an automated tool to evaluate the employee compensation structure. The Finance Department will upgrade the Interactive Voice Response (IVR) System for the Tax Collector, will automate the existing mail and payment processing system, and will complete the purchase of a new interactive online computer system for occupational licenses. Two new tabulators for paper ballots will be purchased by the Elections Department.

We continue to invest in capital improvements throughout County government to facilitate the delivery of safe and efficient services. Toward this end, we continue making our polling places ADA compliant and providing electrical upgrades to our Elections headquarter facility.

Priority 15: Improve the procurement process

Technology improvements will be funded in DPM (\$500,000) to automate solicitation tracking and vendor performance reporting as well as support modified business and administrative processes to reduce the procurement cycle time.

Priority 16: Attract and retain a talented and motivated workforce through effective recruiting, performance standards and training, and gainsharing and managed competition

Funding for executive level and other professional development training has been included in the FY 2005-06 Proposed Resource Allocation Plan (\$540,000) and the development of a performance bonus program for the General Services Administration Fleet Division will continue. Funding is provided to construct and operate a Wellness Center at the Stephen P. Clark Center building (\$500,000).

Priority 17: Ensure adequate proper rate structure to provide adequate funding for requirements of enterprise operations, including Water and Sewer and Solid Waste Management

Analysis continues regarding the development of a five-year plan for fee adjustments in the WASD for presentation to the Board in the fall. The Water and Sewer budgeted revenues for FY 2005-06 assume a 3.5 percent overall revenue increase based upon the CPI (U.S. City Average Rate 1994-2004, All Urban Consumers, Water and Sewerage Maintenance).

This adjustment is needed to support ongoing operating and maintenance (O&M) costs at the current level of service to the public. An additional overall rate increase of 6.25 percent to partially fund needed facility upgrades and capital projects is also being reviewed, but has not been built into departmental revenues.

These overall increases will require revisions to the retail and wholesale water and wastewater rates. It is our intent to keep rate adjustments to the lowest increases possible. We are exploring all alternatives to minimize the impact to our customers. However, we believe some rate adjustments will be necessary to support the capital requirements as a result of environmental issues and consent orders. The assumed 3.5 percent revenue adjustment that is included in the Proposed Resource Allocation Plan would generate \$12.326 million. Over the next several weeks, we will be preparing alternative rate adjustment scenarios to provide required O&M and capital funding. These options will be presented to the Board in August to ensure thorough discussion prior to the September budget hearings.

Revenues generated by these adjustments will not provide enough funding in the long term to bring departmental reserves to the levels recommended by the Department's Bond Engineer. A best practice scenario will require additional price adjustments over the next five years. Consequently, a multi-year plan will also be developed for presentation to the Board in August.

Similar analyses are underway for Solid Waste household fees, and a five-year plan is also being developed for presentation to the Board in the fall. However, it is not necessary to increase the household fee above the current rate of \$399 for FY 2005-06.

Priority 18: Continue to improve financial stability

The Countywide Emergency Contingency Reserve created in FY 2003-04 will grow to approximately \$40 million by the end of FY 2005-06. A Fire and Rescue Emergency Contingency Reserve will be established, with a balance of \$7.2 million by the end of FY 2005-06 and an UMSA Emergency Contingency Reserve will be established with a balance of \$1 million by the end of FY 2005-06. Internal departmental transfers in GSA are reduced by 83 percent from the FY 2003-04 level. Reserves as a percentage of the general fund budget have increased to 4.6 percent in FY 2005-06 from 3.8 percent in FY 2004-05, a 19 percent improvement. While best practices suggest reserves should be at least 7 percent, we are making significant progress. The FY 2005-06 Proposed Resource Allocation Plan reduces dependence on one-time revenues by \$29.5 million or 93 percent. For the Countywide general fund, UMSA general fund, Fire and Rescue District and Library System budgets, which total \$2 billion and represent our major property tax supported operations, one-time revenues total \$2.3 million or 0.11 percent of these total combined budgets.

The implementation of an Enterprise Resources Planning (ERP) system in the Water and Sewer and Aviation departments, which will incorporate both financial and, potentially,

human resources systems to improve the availability of information for monitoring and planning purposes and streamline internal processes, will continue in FY 2005-06.

Priority 19: Addressing concerns related to the Public Health Trust (PHT)

For 2003-04, Marvin O'Quinn, President of the Public Health Trust reported an operating deficit of \$120 million. I assigned members from my senior staff, the OSBM, and the Finance Department to work with PHT management in identifying strategies to restore financial stability to the PHT. Additionally, PHT management initiated "Project Re-Create" to improve operating and administrative processes and to maximize revenue and decrease expenditures. For FY 2004-05, it is anticipated that operating revenues will increase by \$24.676 million and expenditures decrease by \$38.374 million, for a total net positive impact of \$63.05 million. General fund support to the PHT is budgeted at \$118.901 million and dedicated half-cent Local Option Healthcare Surtax revenue is projected at \$171 million, \$11 million higher than originally budgeted. In addition, the County is funding up to \$55 million in planned capital expense and, with your approval, assumed \$25 million of property insurance deductible liability thus allowing PHT to release \$25 million of restricted funds to support operating expenses. Lastly, the County has transferred PHT property insurance coverage to the County's insurance policy, resulting in estimated recurring annual savings of \$1.5 million for the PHT. In FY 2004-05, the PHT is projected to end the year with an operating deficit of less than \$14 million.

In FY 2005-06, the dedicated sales surtax revenue collections are conservatively budgeted at \$170.647 million and the general fund contribution to the PHT totals \$136.925 million, an \$18 million increase over the current year level. I am recommending additional funding for planned PHT capital expenditures of \$30 million. The PHT expects to realize one-time revenue from Medicaid of \$40 million and will implement additional management initiatives totaling \$75 million to contribute to an anticipated year-end favorable operating balance of \$14 million.

Although we continue to make favorable progress, the PHT cash reserves are critically low and much work remains before we bring financial stability to the PHT. Mr. O'Quinn and his staff have been working very closely with County staff and the levels of cooperation have been unprecedented. I am confident that together we will be able to identify ways to support and protect the quality healthcare service delivery that has been the trademark of our public hospital.

Priority 20: Promote an honest, ethical government

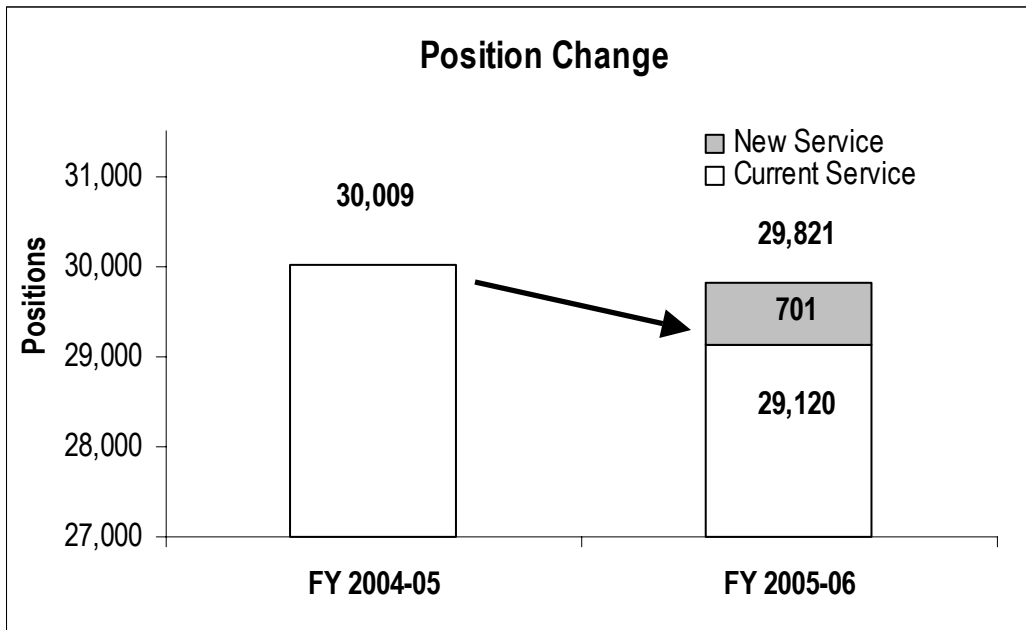
In response to the public's demand for an ethical and fiscally responsible government, a strong emphasis has been placed on ethics reform and oversight to which the Commission on Ethics and Public Trust and the Office of Inspector General have been tasked. The Commission on Ethics and Public Trust continues to increase the community's awareness on the Conflict of Interest and Code of Ethics laws through educational and community outreach by holding training courses, workshops, and conferences to educate the public and County employees on accountability and governmental ethics. The Office of Inspector

General continues its oversight activities by investigating allegations of fraud, waste, and corruption with the ultimate goal of preventing misconduct and abuse and seeking recovery of any public monies lost as a result of such misconduct or abuse. The Proposed Resource Allocation Plan includes full funding for the operations of the Office of the Commission Auditor and the Audit and Management Services Department. Beyond the allocation of resources to investigate unethical activities, I will always promote and demand an honest, ethical government and will hold County employees accountable for their actions.

In addition to these activities associated with the priorities outlined in my January memorandum, Attachment III to this message provides highlights for all departments detailing service enhancements, operational efficiencies, and programs funded in the FY 2005-06 Proposed Resource Allocation Plan, organized by strategic area.

POSITIONS

As part of this year's budget development process, we focused on the number of positions allocated to each department. According to past budget practice, many departments held unfunded positions in their tables of organization. These positions were approved, but forced savings targets were often applied to departmental budgets to ensure budgetary targets were met, meaning the positions could not be filled. Many of these positions were long-term vacant positions – positions that have been vacant for more than one year. Consistent with the Board's direction, long-term vacant positions (LTVPs) were eliminated from departmental tables of organization. Additionally, positions that had not been funded due to forced attrition rates were also eliminated. In some cases, departments were allowed to keep some of the LTVPs as hiring activities had already been initiated. Some departments converted the LTVPs to required new staffing for expected service improvements contemplated in the Proposed Resource Allocation Plan. Other departments have had LTVPs due to issues pertaining to industry compensation competitiveness and, as is the case with the Building and Public Works departments, they have engaged the Employee Relations Department in trying to find the appropriate solutions. In those instances we have also allowed the positions to remain on the departments' tables of organization. All budgeted positions will be fully funded, taking into account only the natural personnel cost savings that occur as a result of employee turnover.

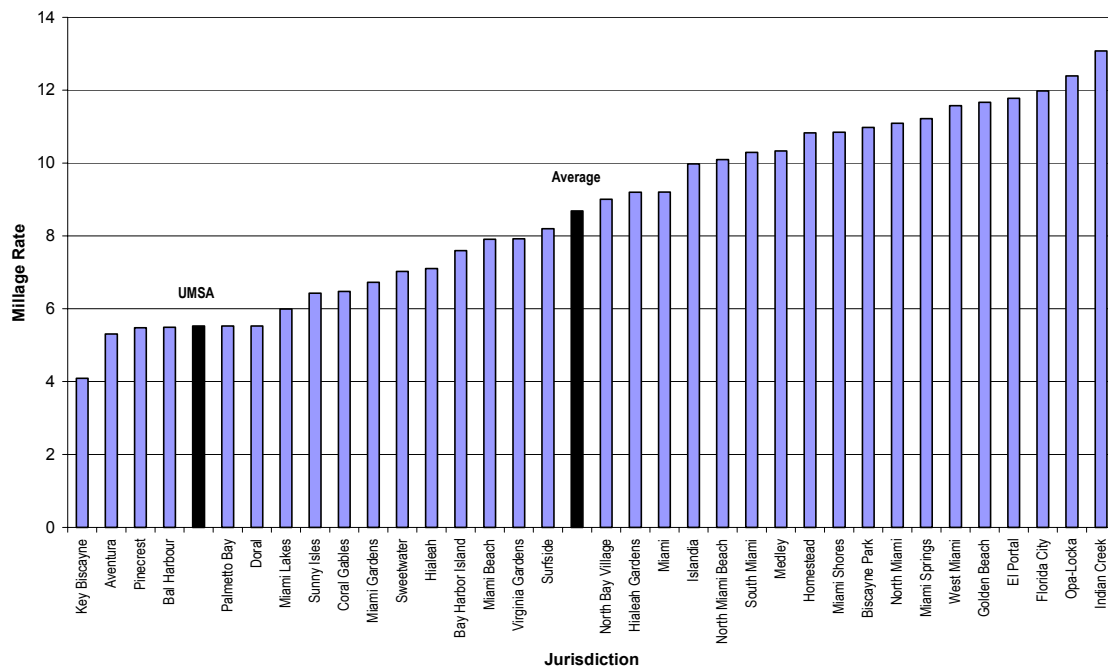


The total number of budgeted full-time positions for FY 2005-06 is 29,821 a net decrease of 188 positions from FY 2004-05. As part of the position adjustments, 362 long-term and/or unfunded vacant positions were eliminated. Also, 527 positions were eliminated as a result of efficiency initiatives and operational adjustments. Combined, a total of 889 positions have been eliminated in the FY 2005-06 Proposed Budget. Across the County, 701 new positions were added to handle required or needed service improvements, including, but not limited to, those related to public safety (Fire Rescue, 78 positions; Judicial Administration, 14 positions); transportation (Transit, 259 positions; Seaport, 48 positions); Human Services (DHS, 25 position; Housing Agency, 20 positions); and culture and recreation (Park and Recreation, 34 positions; Library, 14 positions). Attachment II provides a breakdown of all eliminated and added positions by department.

UMSA PURCHASE PACKAGE

In last year's budget message, I advanced a concept of a slight increase to the unincorporated municipal service area (UMSA) millage to phase in selected service enhancements consistent with the municipal type services that are the leading indicators of satisfaction for the residents of Miami-Dade County. Those service improvements include community policing, recreational programs targeted to the populations of the neighborhoods, renovations and repairs to park facilities, increased code enforcement staff, and the implementation of charrettes. The analysis that was done to develop the UMSA purchase package links resources to the results that will be achieved, neighborhood by neighborhood.

Municipal FY 2004-05 Operating Millage Rates (Adjusted for Fire and Library)



Even with the roll growth we have experienced this year, it is not possible to meet all demands for new and upgraded services within available revenues. The millage rate paid by the property owners in UMSA for the UMSA general fund, as adjusted for Fire Rescue District and Library District millage rates, is well above the average for municipal millage rates in Miami-Dade County, as illustrated in the following graph. If the millage rate reduction to the countywide property tax roll were applied instead to the UMSA property tax roll, approximately \$3.8 million of new services could be implemented, including an additional Police academy class, a class of Police Public Safety Aides, and increased maintenance and programming for local parks, linked to specific performance goals that may be reported to the taxpayers. If the Board is willing to keep the combined County millage rate flat, we could increase the UMSA millage to 2.515. Our UMSA tax rate would still be one of the lowest municipal millage rates in Miami-Dade County as illustrated in the millage comparison table above.

COMMUNITY-BASED ORGANIZATIONS AND IN-KIND RESERVE

Approximately a decade ago, our elected officials established several competitive processes to allocate funding to community-based organizations (CBO) in an effort to address service gaps in our community. As federal and state funding support has deteriorated, these gaps have increased and CBOs have stepped in to fund essential services to our diverse community. Because they operate at the grass-roots level, community-based organizations are often able to provide specialized services very effectively. As part of our revenue maximization efforts, we have held three workshops to bring additional resources to our community, providing writing and technical assistance to community- and faith-based organizations. Seventy CBOs attended these

workshops, such as North Miami Beach Medical Center, Tacolcy Economic Development Corporation, Columbian American Service Association, Tools for Change, Miami Children's Museum, Florida Venture Foundation, Goulds Coalition of Ministries and Lay People, Center for Independent Living, Coconut Grove Collaborative, Teen Police Academy, and Alliance for Musical Arts Productions to name a few.

Funding is allocated through the Alliance for Human Services (\$17.336 million) as well as other competitive processes managed by County departments (\$19.061 million). Allocations from the General Fund are included for CBOs whose services do not fit into these competitive processes (\$12.134 million). As directed at the September 23, 2004 Final Budget Hearing, funding for those CBOs or their programs that do not directly meet the criteria for any of the existing competitive processes has been restored to the FY 2002-03 levels. Such programs include Citizen's Crime Watch of Miami-Dade County, Victim Services, Meals-On-Wheels, O'Farrell Childcare Center, Omega Activity Center Foundation, Inc, No More Stray Bullets, and Viernes Culturales to name a few. A list of these organizations and the recommended allocations will be provided to you under separate cover.

Because the needs of our community are constantly changing, and many of these needs can be met by organizations or programs that operate at the neighborhood level, I am recommending that the Discretionary Reserve be funded at the current year level, \$300,000 per office, to provide you with a source of funding to address neighborhood and community needs. This budget includes the same \$300,000 allocation for the Mayor as is provided to each County Commissioner. The Mom and Pop Grants Program continues to be funded at \$100,000 per Commission District.

As directed by the Board, we have included in-kind support for a number of regionally significant events in the various supporting departments' budgets. These include Martin Luther King, Jr. Parades and Festivities in Homestead, Perrine, and Liberty City; the Memorial Day Weekend on Miami Beach; the Miami Tropical Marathon; and the Exponica International event. The In-kind Reserve has been continued to partially reimburse General Fund agencies for countywide and district specific events, as approved by the Board.

CONCLUSION AND TIMETABLE

This Proposed Resource Allocation and Multi-Year Capital Plan is our annual service and budgetary plan for the annual implementation of the goals and objectives outlined in our Strategic Plan. The release of this document signifies the beginning of the most intensive part of our budget development process. We will be working closely with all of you over the next three months to ensure the budget you adopt in September meets the expectation of our community. After the September budget hearings are completed, departments will finalize their FY 2005-06 Business Plans. The FY 2005-06 Final Adopted Budget and Resource Allocation Plan, including the Five Year Financial Forecast that will form the basis for the FY 2006-07 Resource Allocation Plan will be released by the end of 2005. The Children and Families Budget and Resource Allocation Report was released, detailing resource allocations and performance measures for programs benefiting children and their families throughout the community, supported by the County, State, Children's Trust, Miami-Dade Public School System, United Way, and other CBOs and contract agencies.

Pursuant to State law, the Board must establish preliminary millage rates before August 5. Because the Board's calendar has been adjusted this year that action must be taken at the July 7 regular Board of County Commissioner's meeting. The Home Rule Charter requires that the Mayor present his response to the Proposed Resource Allocation Plan prior to that meeting. The preliminary millage rates adopted in July will be used on the Notices of Proposed Property Taxes that will be sent to all property owners in August. Please be reminded that State law, for all practical purposes, establishes the preliminary millage rates as maximum rates that cannot be increased, but only decreased at the budget hearings in September unless all the taxpayers are re-noticed prior to any increases to the rates. I recommend you adopt the rates outlined in the Proposed Resource Allocation Plan in order to maximize your flexibility during the September budget hearings.

This year we have enjoyed an unprecedented level of interchange amongst our elected officials, the Commission Auditor, County Departments and my staff as we developed the plan to allocate resources in accordance with the priorities and goals established by our community through our Strategic Plan. I must thank each of you - Mayor Alvarez, Chairman Martinez, and each member of the County Commission - for your dedication, support, and leadership during this process. The information we have received through individual meetings with each of you and your staff, as well as through the deliberate Committee budget review process have proven to be very valuable, as we have strived to develop a plan to meet your priorities and expectations. I would also like to thank the Commission Auditor and his staff for their participation in this effort. This year was our first opportunity to work together to review the County's budget. We will work together over the coming months to refine our process.

I want to thank my Assistant County Managers, Department Directors, and department staff without whose cooperation, patience and hard work this especially challenging budget development process could not have been completed. Special appreciation is extended to the Communications Department and Enterprise Technology Services Department who assisted in the preparation of this document.

I particularly want to recognize Jennifer Glazer-Moon, Hugo Salazar, Ray Scher, Chris Rose, Gus Knoepffler, and all of the other members of the Office of Strategic Business Management for their commitment and perseverance throughout the demanding resource allocation process. I am extremely proud of Jennifer, Hugo, and their entire team. They epitomize what we should expect from our public servants and are to be commended for their unwavering efforts in constructing a resource allocation plan for our community.

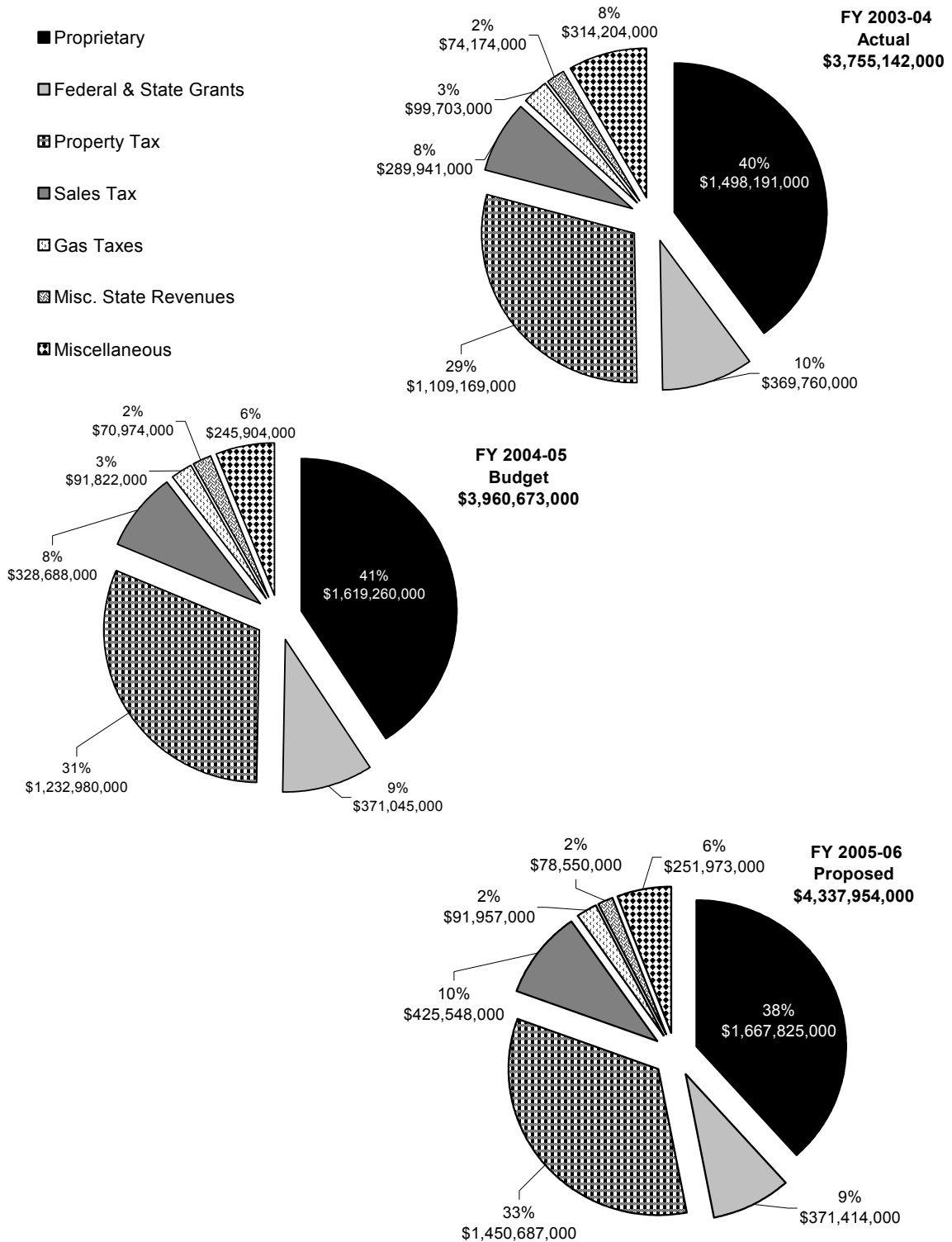
Sincerely,

A handwritten signature in black ink, appearing to read "Burgess", with a stylized, flowing script.

George M. Burgess
County Manager

**2005 – 2006 PROPOSED RESOURCE ALLOCATION AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT I
BUDGET COMPARISON GRAPHS**

**MIAMI-DADE OPERATING REVENUES
(EXCLUDING INTERAGENCY TRANSFERS)**



MIAMI-DADE OPERATING EXPENDITURES (EXCLUDING INTERAGENCY TRANSFERS)

Policy

Public Safety

Transportation

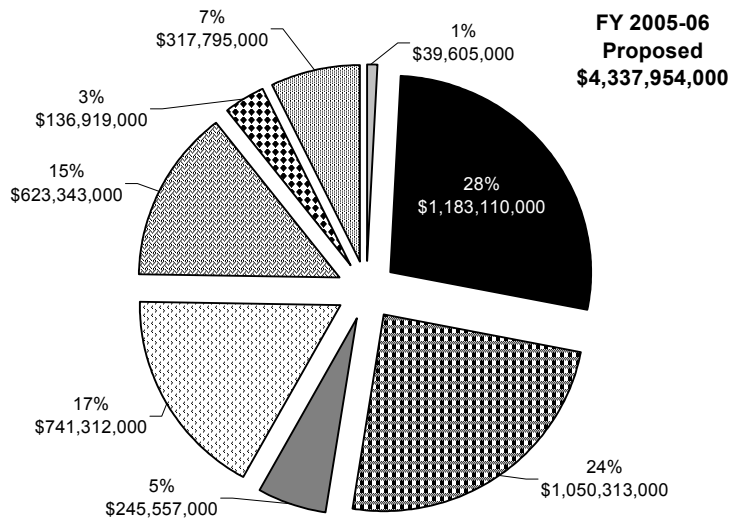
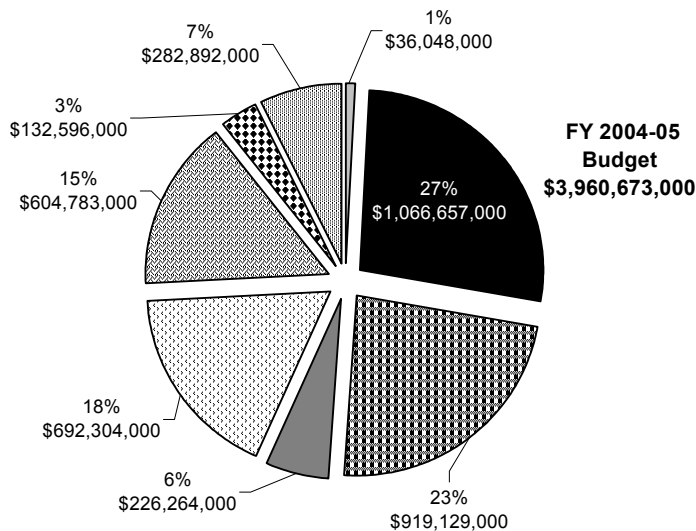
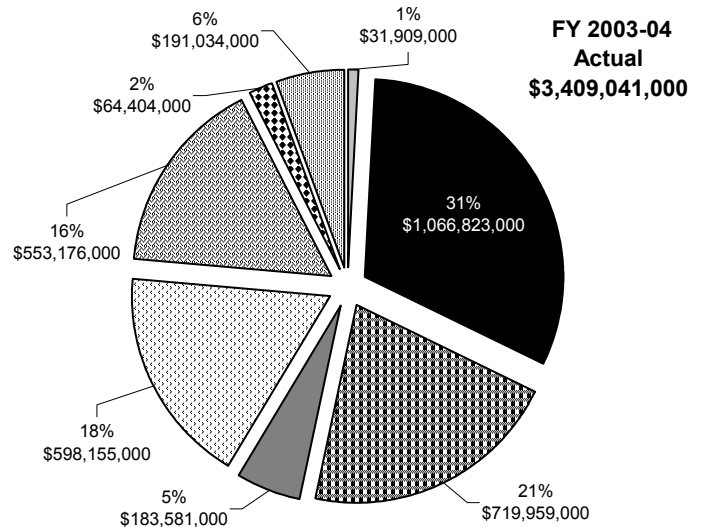
Culture/Recreation

Neighborhood/UMSA

Health & Human Services

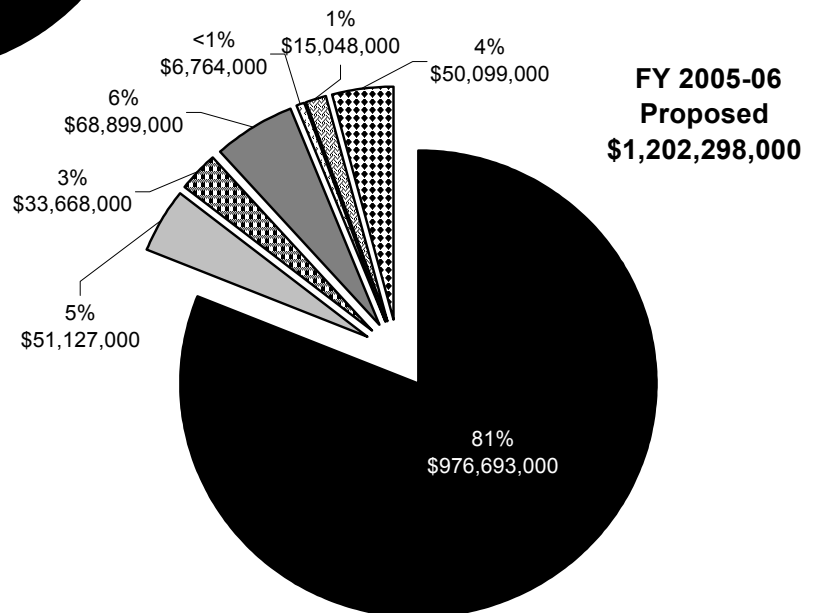
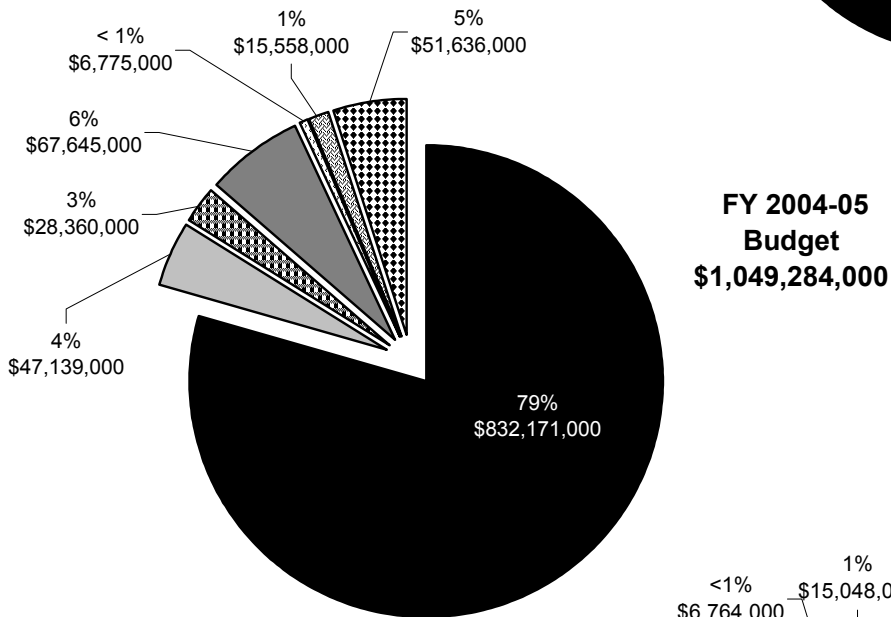
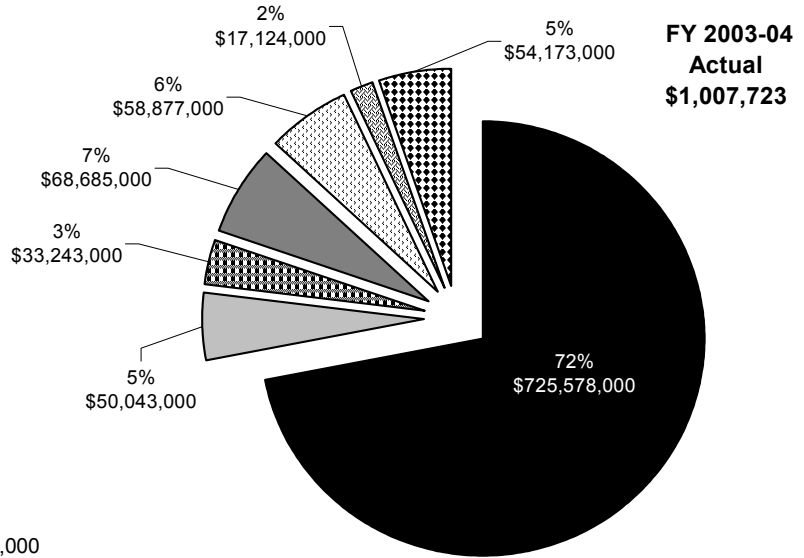
Economic Development

Enabling Strategies



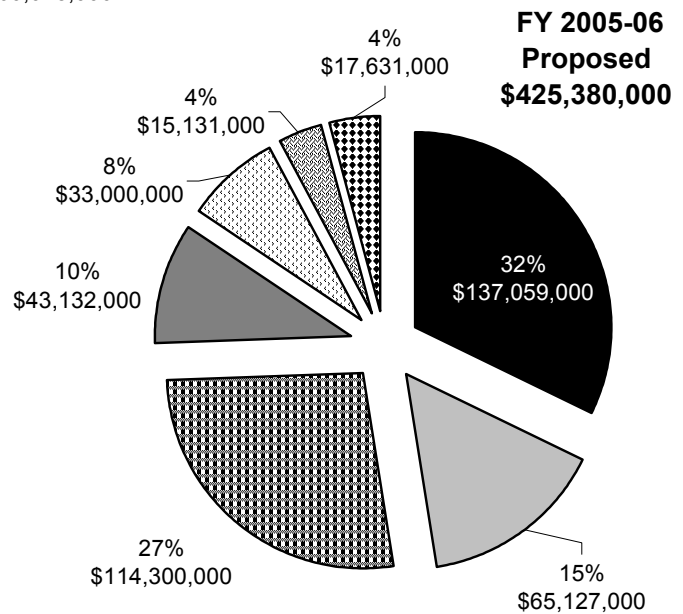
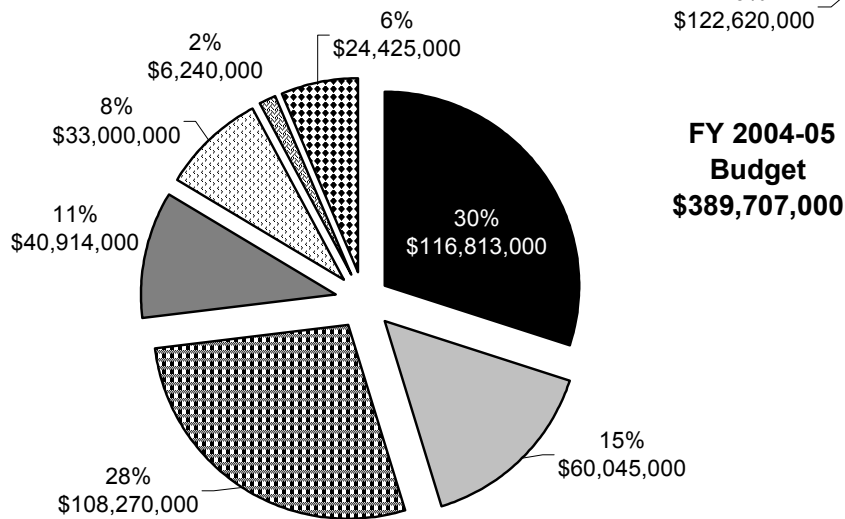
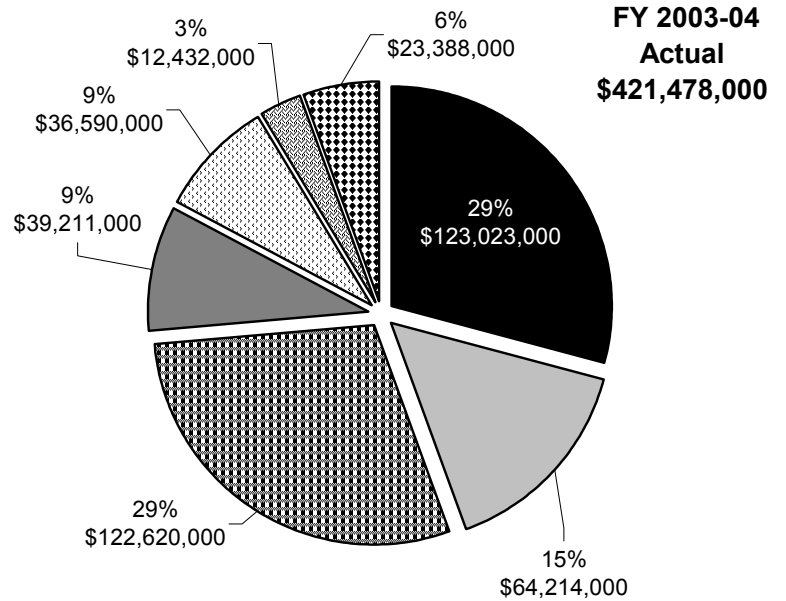
COUNTYWIDE GENERAL FUND REVENUES

- Property Tax
- ▤ Sales Tax
- ▨ Misc. State Revenues
- Gas Taxes
- ▤ Fees
- ▨ Carryover & Interest
- ▤ Other

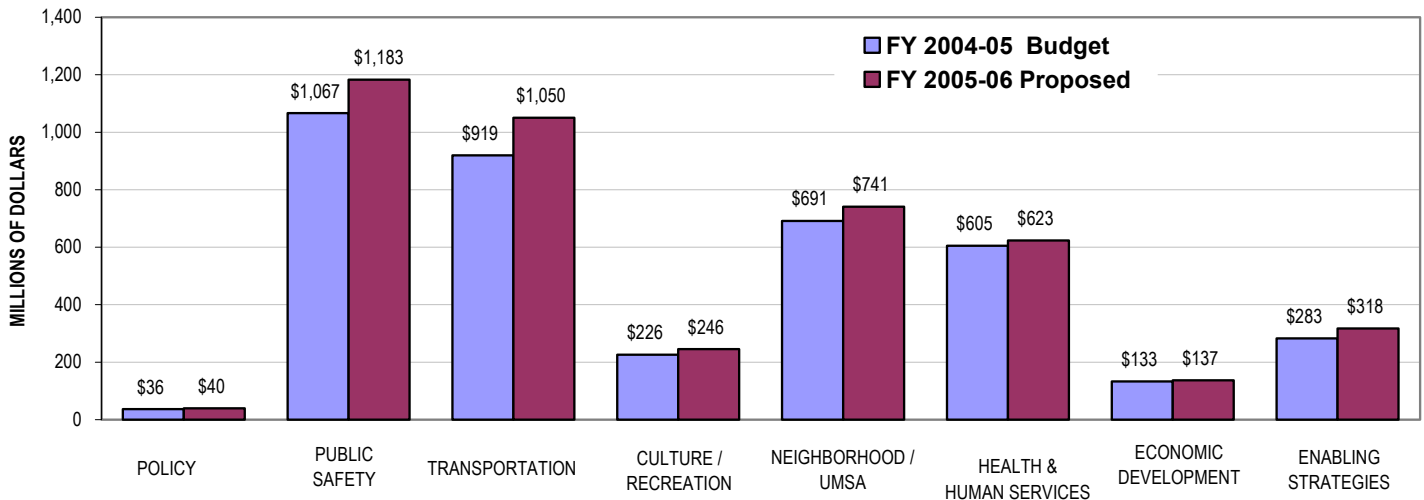


UNINCORPORATED MUNICIPAL SERVICE AREA GENERAL FUND REVENUES

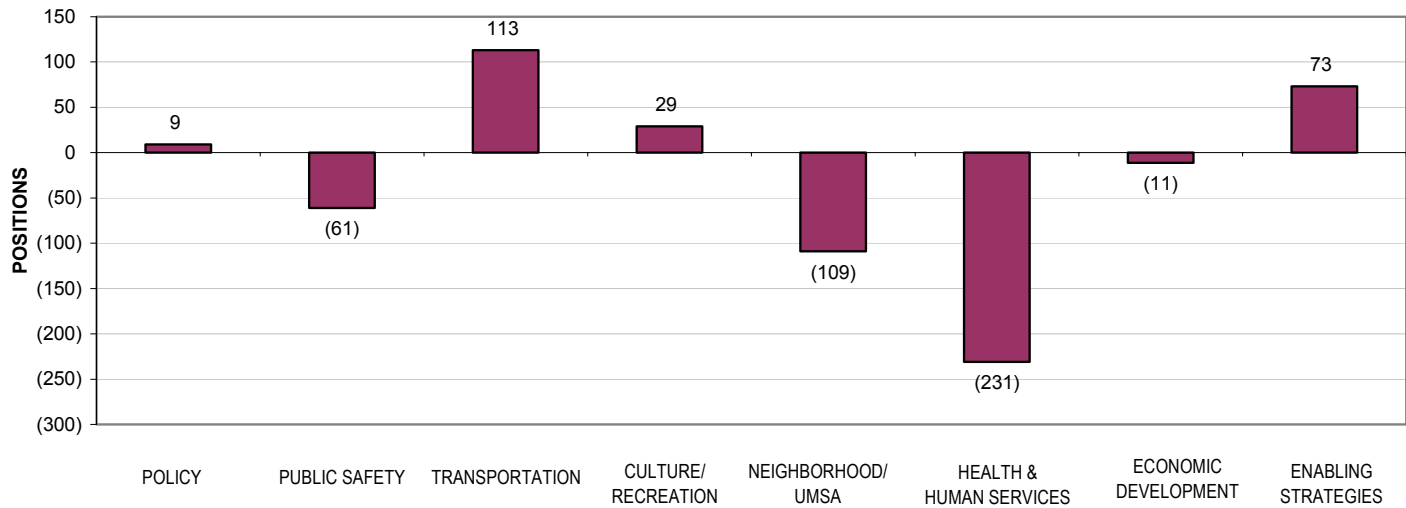
- Property Tax
- Sales Tax
- ▨ Utility Tax and Comm. Tax
- Misc. State Revenues
- ▨ Franchise Fee
- ▨ Carryover & Interest
- ▨ Other



STRATEGIC AREA ALLOCATIONS (EXCLUDING INTERAGENCY TRANSFERS)



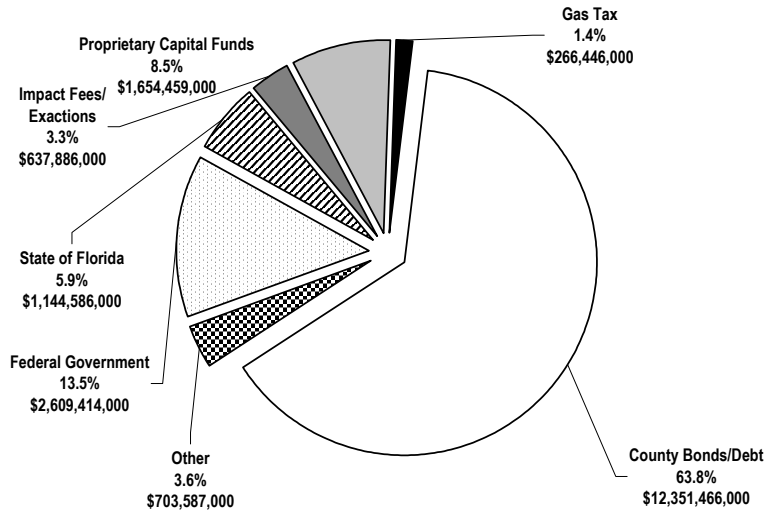
CHANGE IN POSITIONS BY STRATEGIC AREA, FY 2004-05 to FY 2005-06



MULTI-YEAR CAPITAL PLAN

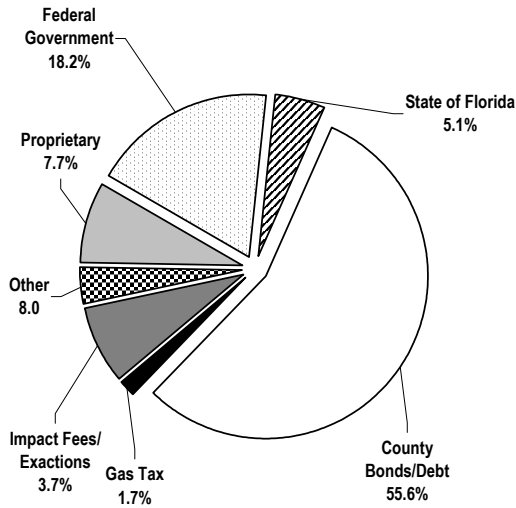
REVENUE SOURCES

\$19,367,844,000



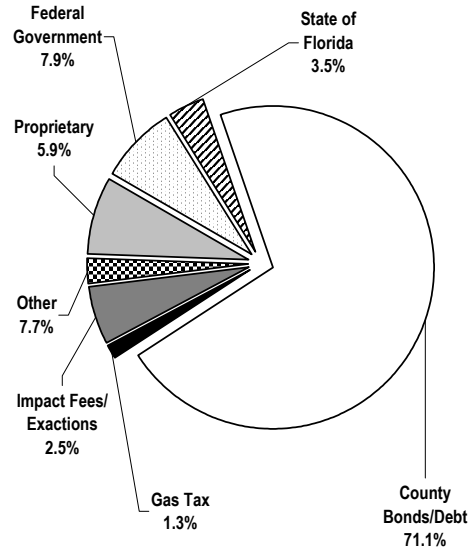
FY 2004-05 REVENUE SOURCES

\$2,115,323,000



FY 2005-06 REVENUE SOURCES

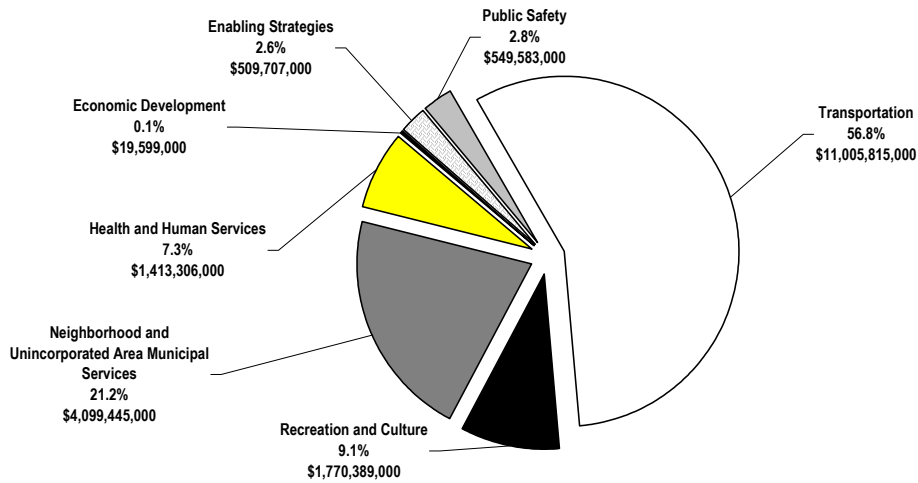
\$2,711,070,000



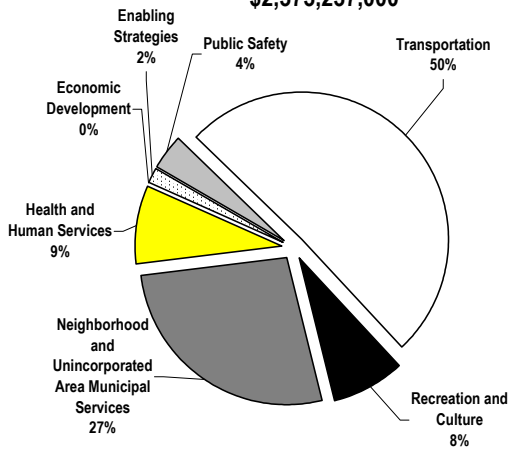
MULTI-YEAR CAPITAL BUDGET

STRATEGIC AREA EXPENDITURES

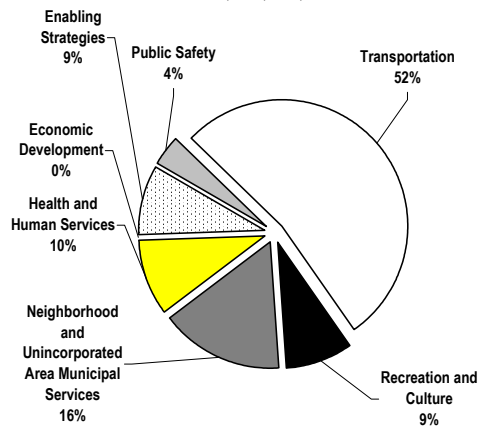
\$19,367,844,000



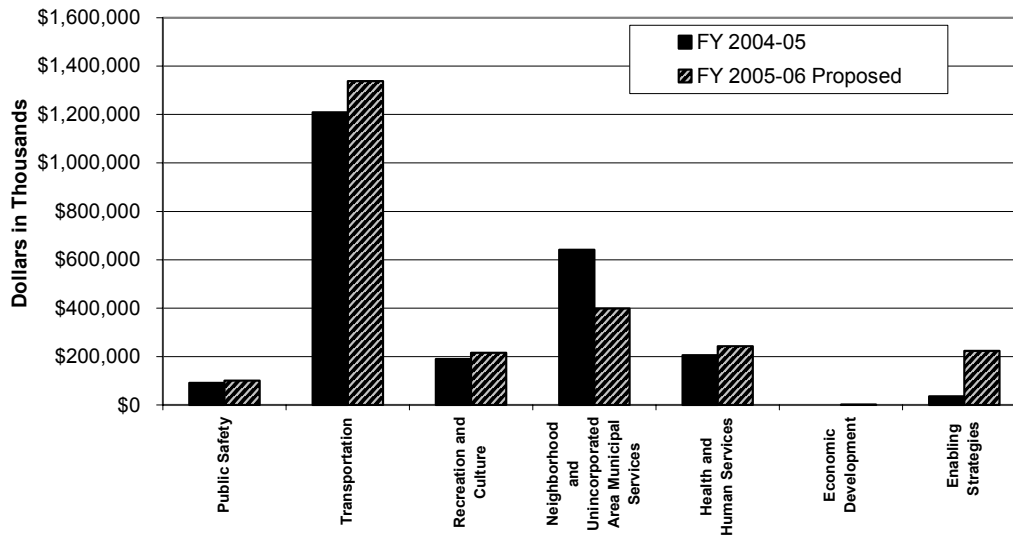
FY 2004-05 PROGRAM AREA EXPENDITURES \$2,373,237,000



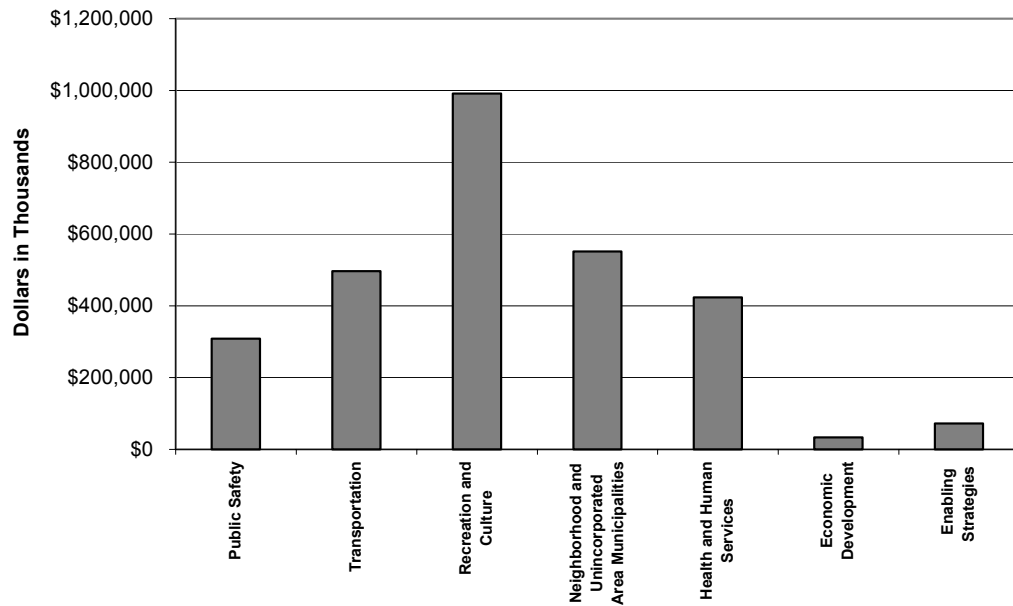
FY 2005-06 PROGRAM AREA EXPENDITURES \$2,520,603,000



CAPITAL EXPENDITURES YEAR-TO-YEAR COMPARISONS

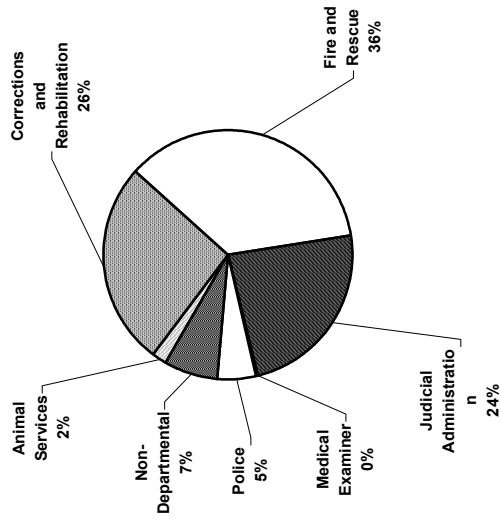


MULTI-YEAR CAPITAL UNFUNDED PROJECTS

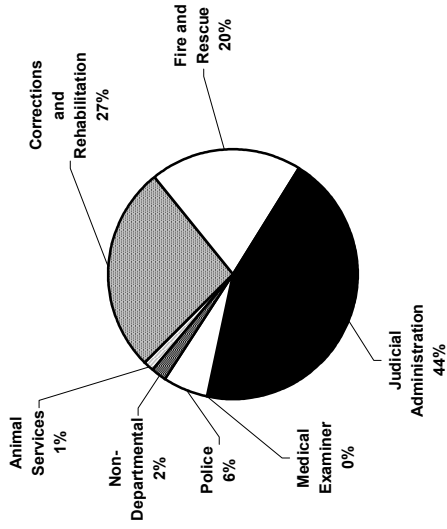


PUBLIC SAFETY

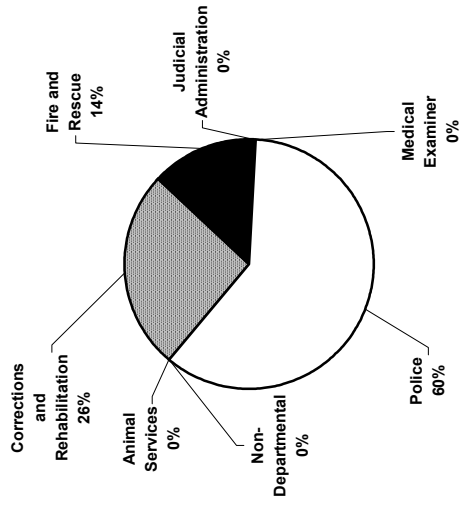
FY 2005-06 CAPITAL BUDGET
\$100,217,000



MULTI-YEAR CAPITAL PLAN
\$549,583,000

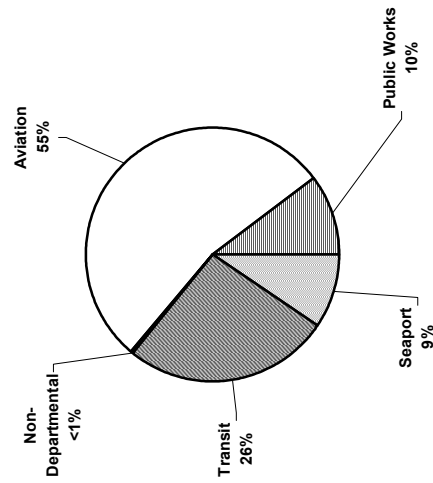


UNFUNDED PROJECTS
\$308,031,000

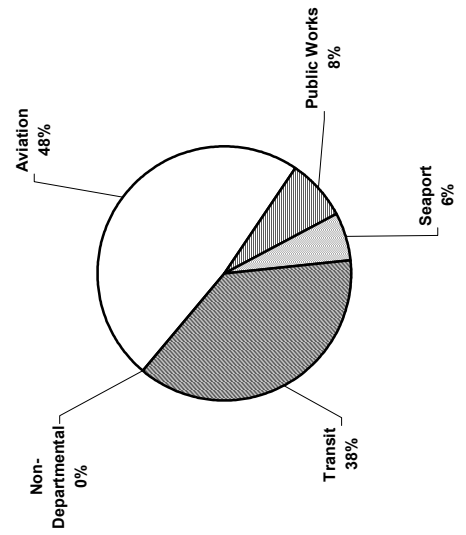


TRANSPORTATION

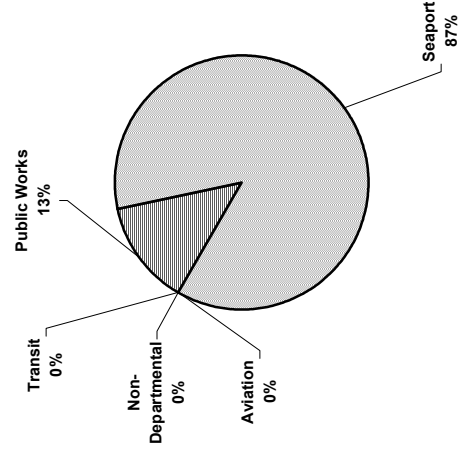
FY 2005-06 CAPITAL BUDGET
\$1,337,735,000



MULTI-YEAR CAPITAL PLAN
\$11,005,815,000

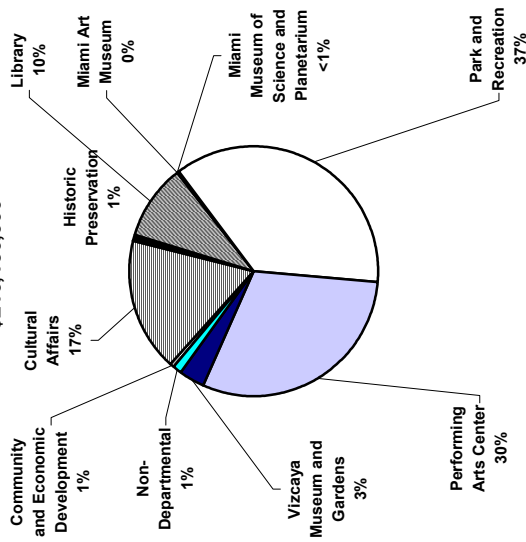


UNFUNDED PROJECTS
\$496,620,000

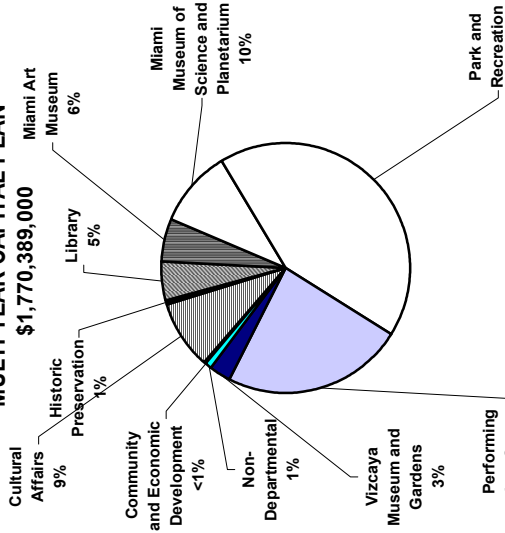


RECREATION AND CULTURE

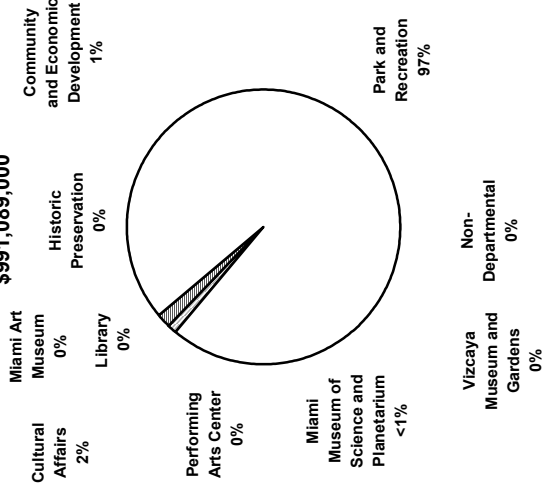
FY 2005-06 CAPITAL BUDGET
\$216,150,000



MULTI-YEAR CAPITAL PLAN
\$1,770,389,000

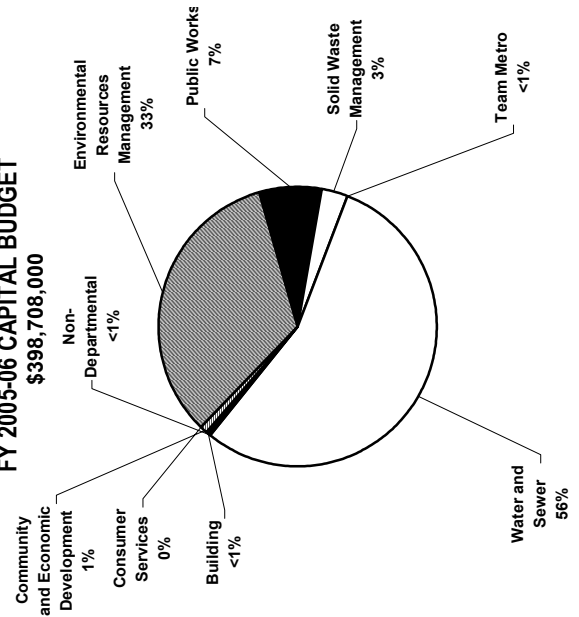


UNFUNDED PROJECTS
\$991,089,000

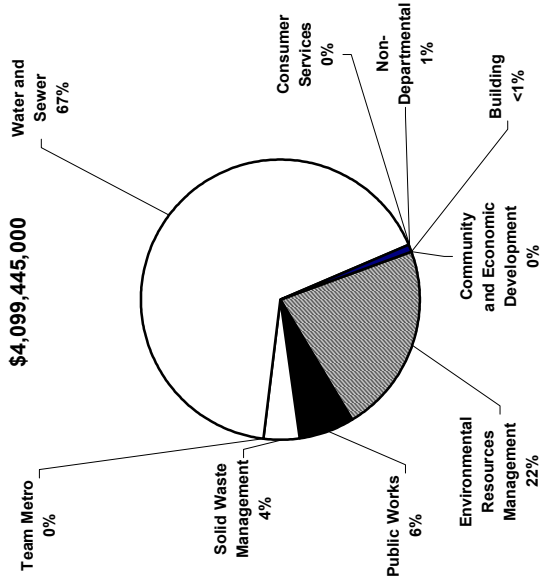


NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES

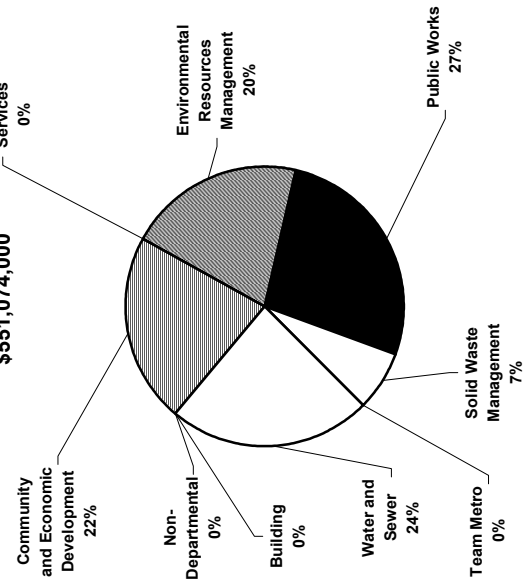
FY 2005-06 CAPITAL BUDGET
\$398,708,000



MULTI-YEAR CAPITAL PLAN
\$4,099,445,000

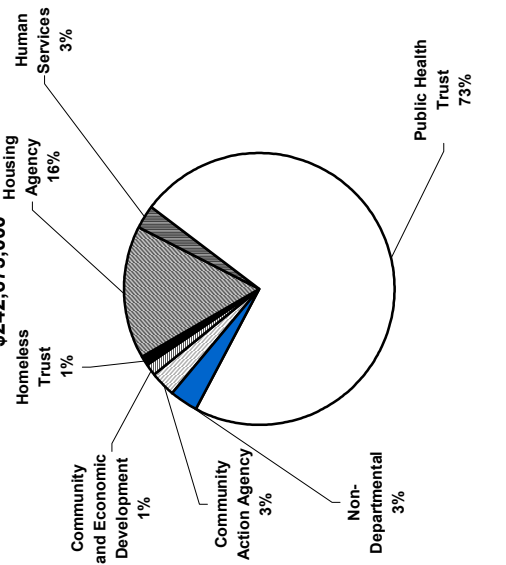


UNFUNDED PROJECTS
\$551,074,000

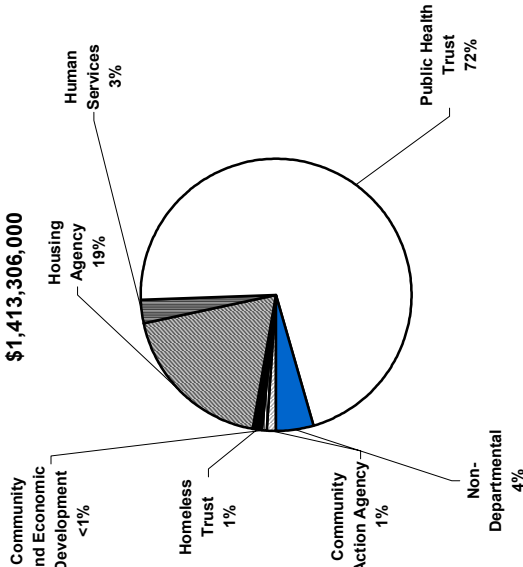


HEALTH AND HUMAN SERVICES

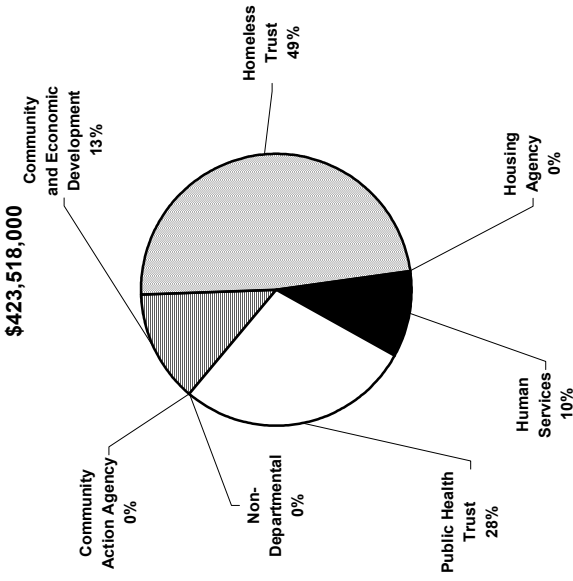
FY 2005-06 CAPITAL BUDGET
\$242,673,000



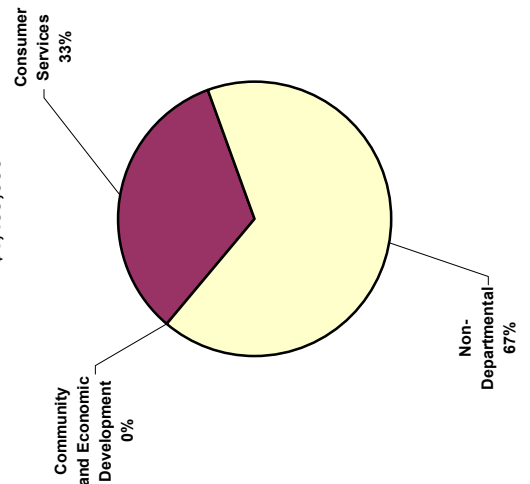
MULTI-YEAR CAPITAL PLAN
\$1,413,306,000



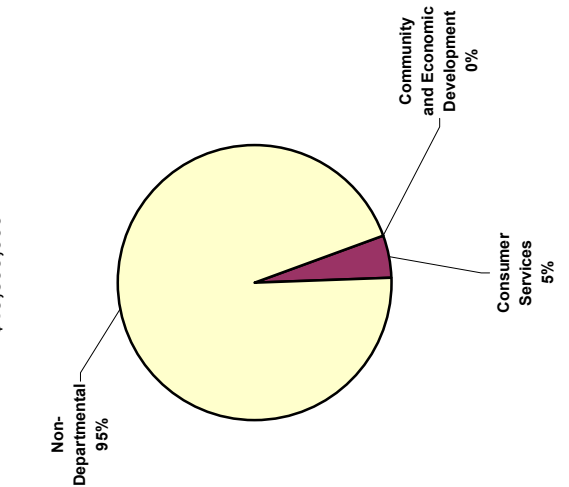
UNFUNDED PROJECTS
\$423,518,000



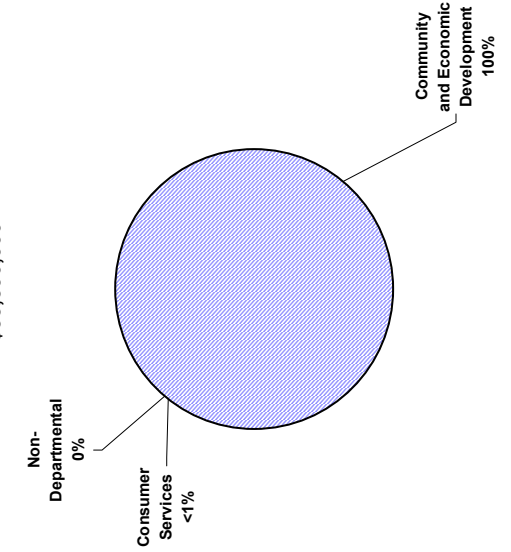
FY 2005-06 CAPITAL BUDGET
\$1,499,000



MULTI-YEAR CAPITAL PLAN
\$19,599,000

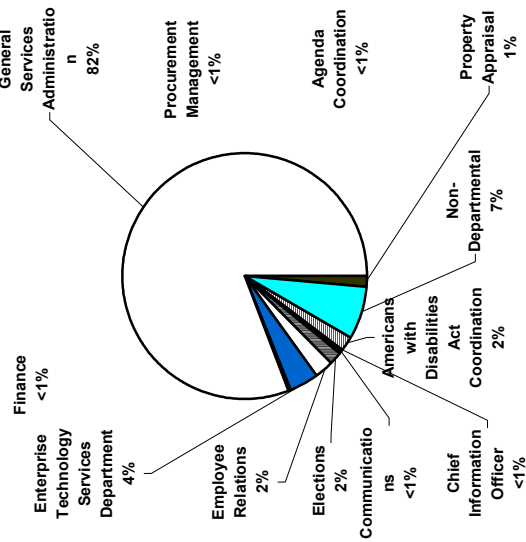


UNFUNDED PROJECTS
\$33,590,000

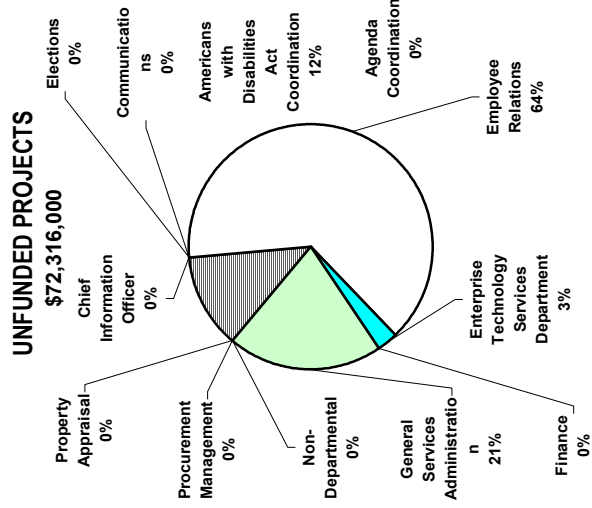
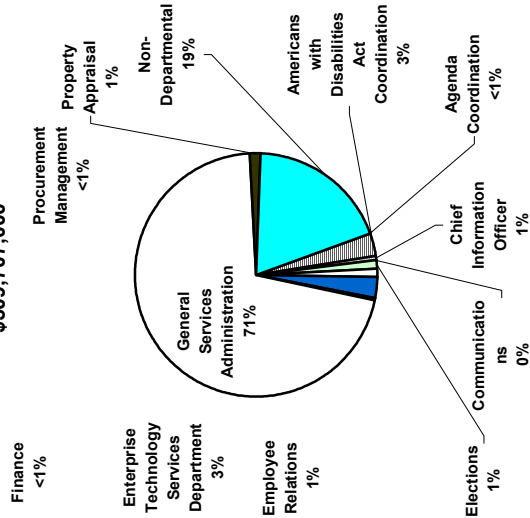


ENABLING STRATEGIES

FY 2005-06 CAPITAL BUDGET
\$223,621,000



MULTI-YEAR CAPITAL PLAN
\$509,707,000



2005 - 2006 PROPOSED RESOURCE ALLOCATION AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT II
TOTAL FUNDING AND POSITION CHANGES BY DEPARTMENT

Department	Total Funding			Total Positions			Position Changes		
	FY 2003-04	FY 2004-05	FY 2005-06	FY 2003-04	FY 2004-05	FY 2005-06	Enhancements	Reductions	Transfers
Policy Formulation									
Mayor	3,790	3,214	3,737	41	34	39	+1	0	4
Board of County Commissioners	14,537	15,989	17,070	157	172	177	+5	0	0
County Attorney	20,057	21,735	22,848	145	147	147	0	0	0
County Manager	5,374	6,458	6,980	39	42	41	+1	-2	0
Public Safety									
Animal Services	5,979	6,760	8,474	67	67	77	+11	0	-1
Corrections and Rehabilitation	222,513	226,420	245,318	2,644	2,644	2,583	0	-58	-3
Emergency Management	3,527	2,880	6,801	24	24	24	0	0	0
Fire Rescue	232,910	264,281	311,852	1,998	2,041	2,106	+78	-11	-2
Independent Review Panel	460	520	548	5	5	5	0	0	0
Judicial Administration	62,940	27,130	31,115	465	236	250	+14	0	0
Juvenile Services	10,032	10,587	10,598	110	110	111	+1	0	0
Law Library	1,834	2,167	600	14	14	14	0	0	0
Legal Aid	2,651	3,007	3,282	42	44	42	0	-2	0
Medical Examiner	7,235	7,570	8,725	63	66	70	+4	0	0
Office of the Clerk	66,436	17,677	17,706	1,371	208	204	+1	-5	0
Police	449,452	486,724	521,472	4,485	4,485	4,397	0	-86	-2
Capital Outlay Reserve	4,452	8,003	18,410	0	0	0	0	0	0
Non-Departmental	6,045	12,843	12,900	0	0	0	0	0	0
Transportation									
Aviation	314,958	337,310	333,383	1,860	1,875	1,741	0	-134	0
Citizens' Independent Transportation Trust	2,159	4,150	2,727	14	14	13	0	-1	0
Consumer Services	4,802	4,730	5,012	59	58	58	0	0	0
Metropolitan Planning Organization	5,515	5,571	5,865	19	19	17	0	-2	0
People's Transportation Plan	61,066	221,504	309,294	0	0	0	0	0	0
Seaport	68,211	52,914	60,496	324	324	369	+47	-2	0
Transit	293,073	330,759	363,238	3,679	3,833	4,059	+259	-30	-3
Public Works	41,689	48,843	53,450	369	443	422	0	-19	-2
Capital Outlay Reserve	0	0	0	0	0	0	0	0	0
Recreation and Culture									
Art in Public Places	568	617	646	6	6	6	0	0	0
Cultural Affairs	11,026	12,421	13,713	22	22	22	0	0	0
Historic Preservation	338	365	392	4	4	4	0	0	0
Historical Museum of Southern Florida	1,219	1,219	1,219	0	0	0	0	0	0
Library	52,136	84,436	84,447	509	528	540	+14	0	-2
Miami Art Museum	1,742	1,742	1,742	0	0	0	0	0	0
Museum of Science and Planetarium	984	984	984	0	0	0	0	0	0
Park and Recreation	93,887	95,312	103,380	1,167	1,184	1,197	+32	-17	-2
Performing Arts Center	1,307	1,500	821	5	7	5	0	-2	0
Performing Arts Center Trust	0	1,850	5,344	0	0	0	0	0	0
Safe Neighborhood Parks	451	420	466	4	4	4	0	0	0
Tourist Development Taxes	16,939	17,271	19,136	0	0	0	0	0	0
Vizcaya	3,468	3,683	4,478	42	40	46	+6	0	0
Capital Outlay Reserve	6,441	11,580	12,056	0	0	0	0	0	0
Non-Departmental	1,566	507	957	0	0	0	0	0	0
Neighborhood and									
Park and Recreation	2,475	3,875	4,613	22	22	18	+2	-6	0
Building	31,198	36,004	40,457	325	347	344	0	0	-3
Building Code Compliance	6,688	13,069	13,758	67	74	75	+1	0	0
Environmental Resources Management	53,922	59,484	62,431	560	560	556	+8	-10	-2
Planning and Zoning	13,578	22,313	26,119	164	164	171	+7	0	0
Public Works	46,552	65,392	66,430	358	359	356	+5	-6	-2
Solid Waste Management	238,522	251,153	257,144	1,074	1,040	998	+9	-45	-6
Team Metro	14,705	16,869	18,222	263	226	232	+6	0	0
Water and Sewer	232,913	262,089	291,392	2,568	2,749	2,604	0	-137	-8
Chief Information Officer	1,906	2,303	9,148	35	37	115	+24	0	48
Capital Outlay Reserve	9,022	16,219	8,373	0	0	0	0	0	0
Non-Departmental	416	425	425	0	0	0	0	0	0

2005 - 2006 PROPOSED RESOURCE ALLOCATION AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT II
TOTAL FUNDING AND POSITION CHANGES BY DEPARTMENT

Department	Total Funding			Total Positions			Position Changes		
	FY 2003-04	FY 2004-05	FY 2005-06	FY 2003-04	FY 2004-05	FY 2005-06	Enhancements	Reductions	Transfers
Health and Human Services									
Community Action Agency	73,290	76,108	77,037	744	774	692	0	-81	-1
Community Relations	1,565	1,501	1,737	16	16	15	0	-1	0
Countywide Healthcare Planning	286	615	812	3	6	9	+3	0	0
Homeless Trust	24,559	27,451	26,240	13	13	13	0	0	0
Housing Agency	84,155	88,313	78,466	755	774	690	+20	-102	-2
Housing Finance Authority	2,783	2,153	2,817	10	10	9	0	0	-1
Human Services	179,346	198,394	200,594	1,045	1,133	1,068	+25	-90	0
Public Health Trust	137,313	141,513	158,668	0	0	0	0	0	0
Metro-Miami Action Plan	2,260	1,764	1,927	17	15	15	0	0	0
Strategic Business Management	26,288	25,540	24,551	16	17	16	0	-1	0
Capital Outlay Reserve	1,518	2,729	10,849	0	0	0	0	0	0
Non-Departmental	33,153	54,375	54,442	0	0	0	0	0	0
Economic Development									
Consumer Services	4,433	4,701	5,224	65	64	63	0	-1	0
Seaport	1,568	1,698	1,890	14	14	15	+1	0	0
Empowerment Trust	10,502	23,422	19,995	15	15	16	+1	0	0
Community and Economic Development	28,798	72,582	67,281	98	83	74	0	-9	0
International Trade Consortium	878	1,258	1,288	7	9	9	0	0	0
Metro-Miami Action Plan	3,075	6,337	6,728	19	19	17	0	-2	0
Task Force on Urban Economic Revitalization	911	1,704	774	6	7	6	0	-1	0
Non-Departmental	20,074	24,539	34,839	0	0	0	0	0	0
Enabling Strategies									
Agenda Coordination	1,076	1,040	1,266	10	10	10	0	0	0
Americans with Disabilities Act Coordination	654	765	914	12	11	10	0	-1	0
Audit and Management Services	4,373	4,654	5,237	54	49	49	0	0	0
Business Development	6,900	8,438	8,723	105	102	101	+6	-7	0
Capital Improvement	3,348	3,530	4,962	34	34	41	+7	0	0
Chief Information Officer	1,367	1,076	716	9	7	4	0	0	3
Communications	5,236	5,400	5,518	60	58	57	+4	-1	-4
Elections	17,013	13,522	19,726	94	95	121	+26	0	0
Employee Relations	10,717	11,021	11,671	144	151	141	0	-10	0
Enterprise Technology Services	115,087	108,844	119,938	667	639	671	+36	-5	1
Commission on Ethics and Public Trust	1,477	1,656	1,938	15	14	16	+2	0	0
Fair Employment Practices	534	732	792	6	8	8	0	0	0
Finance	24,250	28,485	31,095	336	350	345	0	0	-5
General Services Administration	166,804	189,261	193,611	760	784	798	+16	0	-2
Inspector General	3,050	3,594	3,887	31	31	31	0	0	0
Procurement Management	7,733	8,010	8,331	102	96	96	0	0	0
Property Appraisal	18,854	19,797	23,588	257	261	277	+18	0	-2
Strategic Business Management	5,702	6,682	6,787	63	60	57	0	-2	-1
Capital Outlay Reserve	15,221	27,364	27,563	0	0	0	0	0	0
Non-Departmental	22,694	72,266	82,944	2	2	2	0	0	0

2005 – 2006 PROPOSED RESOURCE ALLOCATION AND MULTI-YEAR CAPITAL PLAN
ATTACHMENT III
HIGHLIGHTS

PUBLIC SAFETY

- ❖ As a result of the Building Better Community bond program \$38.775 million is provided for projects related to the Public Safety strategic planning area
- ❖ The Miami-Dade Police Department will take delivery of the first of four replacement police helicopters in the second quarter of FY 2005-06; the helicopter fleet will be replaced over the next five years reducing operating maintenance costs for the units and providing a high degree of reliability
- ❖ The MDPD will continue providing support for community-based organizations such as Citizens' Crime Watch, Victims Services Center, Drug Abuse Resistance Education, Gang Resistance Education and Training, and Police Athletic League programs (\$3.193 million)
- ❖ Funding is provided to replace 58 ballistic vests used by special response teams and a new 31 foot vessel for marine patrol services
- ❖ MDPD will hire twenty-five 911 complaint officers and dispatchers to improve response time and effectiveness of this critical task; additionally, the Department is incorporating the return of seven sworn officers and three civilian positions from the Animal Services Department to active duty reducing overtime and improving coverage
- ❖ Miami-Dade Fire Rescue (MDFR) will purchase a fifth rescue helicopter which will be delivered in spring 2006 to provide year-round availability of service during maintenance and repair down-time of other units
- ❖ In FY 2005-06, MDFR will commence construction and renovation of six stations including Highland Oaks, Villages of Homestead, East Homestead, Port of Miami, Dolphin, and Trail; additionally the Department is upgrading services at Key Biscayne from an advanced life support (ALS) rescue to a full service ALS suppression, converting four basic life support units to ALS, additional rescue service to the Naranja area and ALS suppression at Trail July 2006; the additional services will improve response to medical emergency calls in areas with low availability of units and contribute to reducing the average response time in and outside of the Urban Development Boundary (UDB)
- ❖ An emergency contingency reserve will be established only to be used for future unforeseen events (\$7.2 million) and for planned fire station openings (\$4.252 million)
- ❖ The MDFR is adding various specialized service units like a 45-foot aluminum fire and rescue boat and fully funding the Motorcycle Emergency Response Team (MERT) in FY 2005-06
- ❖ The Department is using Capital Outlay Reserve (COR) for facility improvements at the A.D. Barnes Park Nature Center, utilized as a snake exhibit room (\$35,000)
- ❖ The Medical Examiner will provide extended hours of operation; the Department will provide service from 8:00 am to 8:00 p.m. versus from 8:00 am to 4:00 pm as is currently the practice; this

enhancement will increase the availability of the facility to funeral homes and families to receive the deceased

- ❖ The Animal Services Department (ASD) will hire 11 additional positions for operational and administrative support to meet customer demand; the additional staff include a Department Director, an Operations Manager, and other administrative staff
- ❖ The 311 Answer Center will continue to support ASD, taking an average of 23,000 calls per month that are categorized into 23 types of service requests including citations and lien research and stray animal pick-up requests
- ❖ The Corrections and Rehabilitation Department (C&R) proposed plan includes funding for four Correctional Officer Training Academy classes; the department will aggressively recruit non-certified civilians and state certified correctional officers to fill the classes and prevent the reoccurrence of higher than anticipated vacancy levels and overtime usage
- ❖ The replacement of approximately 40 food service Retherm units and the purchase of 151 new self-contained breathing apparatuses have been incorporated into the proposed plan for the C&R
- ❖ Funding of \$4.7 million is included for additional overtime for increased supervisory training for sworn staff, coverage for employees attending biannual physicals, late court schedules, and budgeted overtime expenses; the total recommended overtime is \$12.5 million
- ❖ The C&R is purchasing approximately \$400,000 in advanced technological security screening equipment in FY 2004-05 to mitigate the introduction of contraband into the detention facilities while complying with the settlement of the Haney vs. Miami-Dade County lawsuit
- ❖ The Office of Emergency Management proposed resource allocation plan includes the reclassification of a vacant Executive Secretary position to an Emergency Management Volunteer Coordinator to increase the number of volunteers available to assist during a disaster and \$100,000 in non-departmental general government expenditures for hurricane emergency preparedness supplies
- ❖ The Juvenile Services Department (JSD) is participating in the Federal Gang Reduction Program to reduce and prevent gang membership in the Haitian community in partnership with the Florida Department of Juvenile Justice and the North Miami Beach Police Department
- ❖ The Proposed Resource Allocation Plan includes four additional positions for the Mental Health Coordination program (\$135,000), four additional bailiffs for four new judges approved by the State Legislature (\$196,000), a security-related position for the Miami Beach Courthouse (\$39,000), one additional position for the Domestic Violence Fatality Review Team (\$39,000), and one additional position for the Supervised Visitation program (\$86,000)
- ❖ The proposed plan includes \$106.154 million for construction of a new Children's Courthouse, to be built at Northwest Second Avenue and Northwest Second Street; funding is comprised of financing proceeds (\$88.174 million); Criminal Justice Bond Program proceeds and interest earnings (\$10.945 million); civil filing fee revenue (\$4.835 million); and Capital Outlay Reserve (\$2.2 million); completion of the facility is expected in FY 2010-11

TRANSPORTATION

- ❖ As a result of the Building Better Community bond program \$25.300 million is provided for projects related to the Transportation strategic planning area
- ❖ Miami-Dade Transit is implementing various capital projects to enhance customer facilities and provide comfort; the Department completed the pedestrian overpass at Douglas Road and will begin the design of the South Miami and University Metrorail Station overpasses in 2006; to add comfort for MDT patrons solar powered bus stops have been installed throughout the unincorporated area and within new municipalities; a total of 1,200 new bus shelters will be installed in FY 2005-06; in addition to the new bus shelters, the Department will complete the replacement of 9,000 stop signs throughout the county; and for passenger comfort, MDT is continuing to replace and modernize its bus fleet with 172 new buses going into service in FY 2005-06
- ❖ MDT has and will continue to add service through the ongoing expansion of the South Dade Busway and PTP related service improvement; the Department completed a five mile segment of the Busway to SW 264 street in April 2005 and plans to continue to SW 344 street in FY 2006-07; in FY 2005-06 MDT will implement a total of 3.6 million worth of revenue miles through the establishment of five new routes and improvement of 41 existing routes,
- ❖ The Miami-Dade Aviation Department (MDAD) ranked first in international freight tonnage and third in international passenger traffic in 2005; to continue improving on this success MDAD will implement a new project delivery method, bid packaging, management structure, and financial responsibility systems to achieve the established budget and the scheduled design completion of the North Terminal capital improvement project in FY 2005-06 (\$716.6 million)
- ❖ MDAD is working diligently to implement operational changes that reduce costs while maintaining service; the Department is proposing a reduction to its authorized staffing level of 134 positions of which 27 are filled; MDAD is working with ERD to find placement for the affected employees
- ❖ MDAD will implement an incentive program offering a waiver of the \$75,000 landing fee for new domestic flights or new routes for international flights landing at MIA, up to a total of \$3 million per year
- ❖ The Metropolitan Planning Organization proposed funding includes increases in the number of vanpools to 118 from 106 in FY 2004-05 and to complete the Special Use Lane Phase II Study
- ❖ The Seaport's FY 2005-06 Resource Allocation Plan includes funding for a net increase of 48 positions to meet the operational, maintenance, cargo, cruise, housekeeping, crane, and security requirements for the planned opening and operation of terminals D and E, garages, and other facility improvements
- ❖ The Office of the CITT is proposing reductions in personnel and other operating expenses which represent more than a one-third reduction of its budget from FY 2004-05 to FY 2005-06
- ❖ The Consumer Services Department will expand its outreach efforts through the addition of four Small Claims Court clinics in Spanish for a total of 17 clinics conducted annually; the Department will issue 17 medallions for wheelchair accessible taxicabs in addition to the 37 that have been issued in the last two years; and complete a Taxicab Industry Use study to evaluate service levels

throughout the County, wheelchair accessible taxicabs, and the formula for permitting additional taxicabs

RECREATION AND CULTURE

- ❖ As a result of the Building Better Community bond program \$ 65.821 million is provided for projects related to the Recreation and Culture strategic planning area
- ❖ The Park and Recreation Department (P&R) will implement an aggressive capital plan at the six County-operated Marinas, funded from a combination of operating revenues and financing proceeds (\$17 million)
- ❖ Additional funding is recommended (\$2.299 million) to enhance recreational opportunities through new and/or expanded facilities including the operations of three new recreational centers, three renovated recreational centers, three aquatic family centers, and the maintenance of various facilities throughout Miami-Dade County; the Capital Outlay Reserve includes another \$9.555 million for renovations and improvements of existing facilities, outdoor electrical safety repairs, heavy equipment purchases, environmental projects, and renovations to the South Course of the Country Club of Miami
- ❖ Metrozoo will assume the direct operation of the previously contracted amphitheater show
- ❖ The FY 2005-06 Proposed Resource Allocation Plan provides an additional \$500,000 in Convention Development Tax funds for a total of \$1 million to cover expenses associated with the Crandon Tennis Center and the NASDAQ 100 Tennis Tournament
- ❖ P&R has been awarded \$1.616 million from the Children's Trust to provide quality summer and after school programs to elementary and middle school children and children with developmental and physical disabilities
- ❖ The P&R proposed funding includes miscellaneous fee increases at various facilities including the African Heritage Cultural Arts Center, building and picnic shelter rentals and general park programs; fees are also recommended for new services and programs at campgrounds, cultural facilities, and other parks including the admission fees to special events at the Raices Program and Womens Park
- ❖ The Library Department FY 2005-06 Proposed Resource Allocation Plan continues to provide funding for an aggressive capital improvement program that includes new libraries, as well as upgrades to restrooms, air conditioning, roof replacements, landscaping, and parking lot resurfacing of existing facilities (\$46.24 million); the Department will open two libraries (Golden Glades and Sunset), break ground on two new 15,000 square foot libraries (Naranja and Kendale Lakes), and procure two additional Bookmobiles to provide library services to underserved areas
- ❖ The Library Department will continue to provide free tutoring and homework help to 29,000 students from 27,000 in FY 2004-05, add 243 computer workstations, implement a wireless laptop program, and implement the self-check out systems at seven branch libraries to enhance service delivery to patrons
- ❖ The Department of Cultural Affairs is managing the construction and development of the 70,000 square foot, 966-seat South Miami-Dade Cultural Center

- ❖ Through the Department of Cultural Affairs funding is provided for the renovation of existing facilities projects throughout the County such as the Civil Rights Museum at Virginia Key Beach, Coconut Grove Playhouse, the Joseph Caleb Auditorium, the Miami-Dade County Auditorium, and The Caribbean Marketplace/Little Haiti Cultural Center
- ❖ In FY 2005-06 the Department of Cultural Affairs will continue to manage and expand Culture Shock Miami, which provides \$5 tickets to cultural events for students ages 14 to 22
- ❖ Additional funding of \$500,000 is recommended to the Department of Cultural Affairs to increase support for major cultural institutions and to strengthen the operating support available through its other core grants programs
- ❖ Funding is recommended for the operational support of the Vizcaya Museum and Gardens (\$1.106 million); funding is provided for four additional positions to manage volunteers, provide youth and adult educational programming, and to improve the gardens
- ❖ The Capital Outlay Reserve includes an additional \$250,000 for renovations and improvements to the Museum of Science facility
- ❖ The FY 2005-06 Proposed Resource Allocation Plan includes funding for operational support to the Performing Arts Center Trust for the management of the Performing Arts Center (\$5.344 million); multi-year operational support of \$11.054 million is recommended from FY 2006-07 through FY 2009-10
- ❖ The Office of Safe Neighborhood Parks will continue its successful implementation of the bond financed construction upgrades in FY 2005-06; the Office issued the last installment of SNP Bond Program debt in May 2005 (\$58 million); these funds will be used for the next round of upgrades to our neighborhood parks

NEIGHBORHOOD AND UNINCORPORATED AREA SERVICES

- ❖ As a result of the Building Better Community bond program \$ 83.975 million is provided for projects related to the Neighborhood and Unincorporated Area Municipal Services strategic planning area
- ❖ The Building Code Compliance Office will upgrade the interactive telephone system to allow for more efficient distribution of incoming calls and reduce the hold time for calls to the Department and to the 311 Answer Center (\$10,000)
- ❖ The Department of Planning and Zoning (DP&Z) proposed funding includes the implementation of a Purchase of Development Rights (PDR) program targeted at acquiring redevelopment rights of land to preserve sensitive natural habitats using Building Better Communities (BBC) proceeds (\$1 million in FY 2004-05 and \$1.5 million in FY 2005-06; \$30 million total)
- ❖ In FY 2005-06, DP&Z will submit recommendations and appropriate legislation resulting from the multi-year South Dade Watershed Plan Study; funding is included for six additional positions to assist the Department with the increased workload associated with applications for Developments of Regional Impact and special projects; other additional positions include a Legislative/Grant Writer, a Public School Facility Planner, a Transportation Planner position, and a Zoning Processor (funded by DP&Z revenues)

- ❖ The Building Department will replace the outdated Interactive Voice Response System to allow customers to reach the appropriate destination within the department (\$650,000)
- ❖ The Team Metro Department proposed funding includes the retrofit and staffing for a second Government on the Go Bus, anticipated to reach 15,300 residents and 415 outreach events from 270 per fiscal year and for twelve additional Neighborhood Compliance Officers in the community
- ❖ The Public Works Department (PWD) will continue to perform 36 cycles of litter pick-ups along Metrorail, Metromover, Busway, and medians; PWD will monitor the Community Image Advisory Board (CIAB) landscaping projects along U.S. 1 and the NW/SW 27 Avenue corridors (\$1 million from Capital Outlay Reserve), which will replace dead or missing plants, re-mulch, fertilize; and water three times a year
- ❖ PWD bridge refurbishing and construction projects approved by the BBC bond program for FY 2005-06 include design of the Old Cutler Bridge (\$180,000) and the NW 22 Avenue Bridge (\$130,000), construction on the Sonovoid Bridge on SW 296 Street (\$340,000), and repair and improvement of the existing sonovoid bridges throughout the County (\$2.31 million); bicycle pathway projects approved in the BBC bond program include design of in-road pathway (\$125,000) and completion of Phase II of the Rickenbacker Causeway bicycle path project (\$300,000); the Department will enhance major arterial intersections by installing illuminated street-name signs at 24 intersections throughout the county using Light Emitting Diode (LED) technology (\$1.125 million)
- ❖ The Department of Environmental Resources Management (DERM) will offer to purchase 500 acres of environmentally endangered lands and provide for active restoration of an additional 3,000 acres; and will provide 20,000 trees annually for residents to plant through the Adopt-a-Tree program funded by the State Tree Canopy Program (\$900,000)
- ❖ DERM will complete BBC funded beaches, drainage, and stormwater improvements and environmentally endangered land projects (\$11.9 million); a pilot program initiated by DERM in FY 2004-05 to increase the efficiency of facility inspections by at least 10 percent through the utilization of 24-hour vehicles and technology will be expanded in FY 2005-06 to 30 inspectors; the pilot program was initially designed for 18 inspectors
- ❖ Starting in winter 2005, DERM will implement procedures to reduce the processing time to issue permits by eliminating permit agreements for drainage permits
- ❖ The Water and Sewer Department (WASD) will continue upgrading SCADA at water treatment plants and will implement the SCADA system to monitor and control water and wastewater functions from a remote location, and retrofit remaining 26 of 976 County-owned pump stations with SCADA monitoring devices enabling response to sewage overflows within one hour
- ❖ Efficiency savings (\$2 million) will be realized through the development and implementation of a new Memorandum of Understanding (MOU) for the Partnership Optimizing WASD Efficiency and Reengineering (POWER) program
- ❖ WASD will participate with the Aviation Department in the implementation of the Enterprise Resource Planning (ERP) project which includes time and labor, asset management, general ledger, accounts payable, accounts receivable, grants, project closing, budgeting, billing, and purchasing modules

- ❖ Water and Sewer projects funded by the BBC bond program for FY 2005-06 include water and sewer systems improvements and fire protection (\$5.5 million)
- ❖ The operating transfer from WASD to the general fund for FY 2005-06 is budgeted at \$24.343 million (6.35 percent of operating revenues), a decrease of 1.3 percentage points from the present rate and a decrease of \$3.358 million from the projected payment of \$27.701 million in the current fiscal year
- ❖ Phase II of the Solid Waste Management Department (SWM) automated garbage collection project to begin July 2006, will generate a net savings of \$82,000; annualized savings of \$1.147 million are expected thereafter; the number of positions affected by this project is estimated at 43 positions
- ❖ The number of households served by SWM automated garbage collection will increase to 174,000 in FY 2005-06 from 100,700 in FY 2004-05; the number of automated vehicles in service in FY 2005-06 will increase to 91 from 53 at the end of FY 2004-05; and the number of automated routes will increase to 182 in FY 2005-06 from 106 in FY 2004-05; the Department will respond to 11,700 enforcement-related complaints, pick up 1,150 tons of illegally dumped litter; pick up litter at 4,800 hot spots, and service 240 corridor miles weekly
- ❖ Three new bulky waste crews will be implemented by SWM in the fourth quarter of FY 2004-05 and one additional crew in October 2005, reducing response time to requests for bulky waste pick-up to 10 days from 12 days; the Department will keep 13 trash and recycling (T&R) centers open, while collecting over 331,000 tons of trash at centers and curbside; and disposal operations will process over 1 million tons of garbage and over 700,000 tons of trash
- ❖ SWM opened a second Home Chemical Collection Center in April 2005 to service citizens in South Dade; the Department will add three full-time waste attendants to replace temporary employees at landfills for an additional cost of \$23,000; six positions will be transferred to the 311 Answer Center to answer and refer customer service calls
- ❖ SWM has planned future projects totaling \$11.25 million to be funded by the BBC bond program
- ❖ The Office of the Chief Information Officer will oversee the launch of the 311 Answer Center in summer 2005; in FY 2005-06 the Answer Center is expected to respond to more than 2.5 million calls, becoming the single most important point of contact between the County and its customers
- ❖ The Answer Center will conduct an education and awareness campaign for County employees in summer 2005 (official kick-off is scheduled for September 2005); will add 21 new positions in addition to 54 positions transferred from other departments in FY 2005-06 including Call Takers, Customer Service Advocates, Call Taker Supervisors, and Seasonal Call Takers; proposed funding includes extended hours of operation (Saturday and Sunday service)

HEALTH AND HUMAN SERVICES

- ❖ As a result of the Building Better Community bond program \$ 44.847 million is provided for projects related to the Health and Human Services strategic planning area
- ❖ In FY 2005-06, the Department of Human Services (DHS) will continue to provide child-related services to children from infancy to 13 years of age; will process 30,994 applications for subsidized

child care, provide 5,076 units of technical assistance to child care providers, and assist 134 child care providers in achieving national accreditation

- ❖ DHS will reduce its FY 2005-06 staff by 11 positions and will redistribute affected workload to continue providing administrative support and other services; the Department successfully eliminated the child care waiting list and plans to process 35,940 applications for child care, provide 6,768 technical assistance classroom visits, provide support and assistance to 115 child care providers in achieving national accreditation status; funding is also provided for 890 youths to participate in the Summer Youth Employment Program to be administered by DHS (\$1 million)
- ❖ The Proposed Resource Allocation Plan for FY 2005 – 06 recommends funding (\$17.336 million) for community-based organizations (CBOs) for social services and criminal justice activities through the Alliance for Human Services; this represents the second year of a three-year funding commitment to promote financial stability for CBOs to continue providing high quality social services. Additionally, \$350,000 is provided to fund the Alliance for the development of the Social Services Master Plan
- ❖ The Homeless Trust proposed plan will increase the number of permanent housing units to 4,000 from 3,640 and transitional housing to 1,680 from 1,640
- ❖ The Community Action Agency will provide early childhood educational services to 6,210 pre-school children for 175 days per year, and 318 infant toddler for 235 days per year; the Elderly Programs will continue to recruit, train, deploy over 200 senior volunteers to provide respite care, companionship, and support services to over 300 elderly persons in the community; the Department will mentor and tutor over 500 at-risk children through the Foster Grandparent Program
- ❖ The MMAP will process 350 first time juvenile offenders through Teen Court and increase the number of students receiving non-violence training, mentoring, and social development instruction at the Martin Luther King, Jr. Academy to 200
- ❖ The Public Health Trust's (PHT) financial position has improved from an \$120 million operating deficit in FY 2003-04 to a projected deficit of \$14 million in FY 2004-05, and to an anticipated surplus of \$14 million in FY 2005-06; PHT is anticipating a one-time revenue of \$40 million resulting from a favorable resolution to a Medicaid rate review and the implementation of additional management initiatives estimated at \$75 million
- ❖ "Project Re-Create" initiatives implemented by PHT in FY 2004-05 resulted in increased operating revenue of \$24.676 million and reduced expenditures of \$38.374 million for a total net positive impact of \$63.05 million; the dedicated half-cent Local Option Healthcare Surtax revenue is projected at \$171 million, \$11 million higher than originally budgeted
- ❖ The Office of Community Relations will recruit, train, and certify 100 additional Miami-Dade County employees as Goodwill Ambassadors and conduct 50 forums/signature events on subjects of community concern, including fair immigration standards, encouraging a civil society, and police community relations
- ❖ The Housing Finance Authority will provide financing for approximately 100 rental units for low- to moderate-income families, provide financing for approximately 80 new homeowners, and continue to seek funding from the Office of Community and Economic Development for the Home

Investment Partnership Program (HOME) and Deep Subsidy Homeownership Program (\$4 million) in order to provide affordable loans to low- to moderate-income residents

- ❖ Miami-Dade Housing Agency will continue to address the housing needs of low- to moderate-income residents by maintaining the Section 8 lease-up rate at 95 percent; the Department will start planning, construction, and improvements of affordable housing initiatives with the BBC Bond Program funding (\$16 million)

ECONOMIC DEVELOPMENT

- ❖ The Metro-Miami Action Plan (MMAP) proposed plan includes funding to increase the number of loans made to households of low- to moderate-income to 375 from 325, down payment and closing cost assistance to \$12,000 from \$6,000, and support the restoration of 14 family homes that were affected by the no name storm
- ❖ The International Trade Consortium funding recommendations include resources to cover the rent for the Incubator Office, production of promotional DVDs, an economic impact study on international trade in Miami-Dade County, and to establish a position to study and develop a plan for the viability of an international business incubator focused on attracting additional commerce to our community
- ❖ The Office of Community and Economic Development (OCED) will provide homeownership opportunities for 112 residents of low- to moderate-income neighborhoods, prepare and execute contracts for 90 percent of funded activities within 45 days of the start of the new program year, provide technical assistance to 300 agencies responding to the annual Request for Application (RFA) process, and continue to administer the Mom and Pop Program
- ❖ The FY 2005-06 Proposed Resource Allocation Plan for the Empowerment Trust includes County matching funds of \$1.224 million; the County's allocation to the Trust to date is \$30.43 million which reflects \$4.82 million more than the required one-to-one match; the proposed plan includes funds for the construction of 75 single-family housing units, 150 affordable apartments, and to facilitate the sale of 40 lots to low- to moderate-income families

ENABLING STRATEGIES

- ❖ As a result of the BBC bond program \$ 24.492 million is provided for projects related to the Enabling Strategies strategic planning area
- ❖ The Office of the Inspector General (OIG) continues to perform its oversight functions of reviewing fraud complaints and conducting investigations and audits; planned OIG activities in FY 2005-06 include continued oversight of the Elections Department, oversight of the implementation of the People's Transportation Plan (PTP) Program Manager Contract and other projects funded through the PTP; and independent monitoring of negotiations related to the County's long-term waste disposal strategies; in FY 2004-05, OIG investigations, audits, and reviews identified over \$10 million in questionable costs and savings and successfully restituted and recovered over \$1 million to date
- ❖ The Communications Department will continue to administer the Dial-a-Life program and establish a countywide communications program utilizing a variety of channels to engage County employees in corporate values and outcomes; the proposed resource allocation plan includes \$100,000 for radio marketing as part of the County community outreach to citizens

- ❖ The Office of Capital Improvements (OCI) is bringing together a team that will spearhead the implementation effort of the BBC capital construction program; the FY 2005-06 proposed plan includes funding for nine staff members to conduct project planning, managing, scheduling, marketing, and public communication work related to BBC implementation
- ❖ The OCI continues to work with departments and the industry to reduce the number of days it takes to make a selection and contract with A&E design consultants to 120 in FY 2005-06 from 161 days in FY 2003-04
- ❖ The OCI has implemented technology solutions for project tracking which allowed the office to shift two positions from the Contracts and Standards Division to the newly created BBC management section, thereby reducing the burden on the Capital Working Fund
- ❖ A program to allocate funds over the next three years to community-based organizations who provide mentoring and job training in the construction trades will be funded with BBC interest proceeds (\$250,000 per year)
- ❖ The General Service Administration Department (GSA) proposed plan includes adequate funding for facilities maintenance including operating expenditures, the Preventive Maintenance Team, and a reserve for capital repairs; this has been accomplished through the implementation of an equitable rent model which incorporates actual costs of services and market rate variables
- ❖ The GSA transfer to Capital Outlay Reserve (COR) from the Fleet Replacement Trust Fund is reduced to \$1 million from \$2.1 million in FY 2004-05 and from \$4.5 million in FY 2003-04, reducing this transfer by more than 78 percent over two years; additionally, the internal transfers to subsidize the Facilities and Utilities Management Division are reduced to \$866,000 from \$3.1 million in FY 2004-05 and \$5.1 million in FY 2003-04 a total reduction of 83 percent over two years
- ❖ The Facilities and Utilities Management Division will construct and operate a Wellness Center at the SPCC (\$500,000)
- ❖ The Fleet Management Division continues to work with Performance Improvement staff at the Office of Strategic Business Management (OSBM) on the implementation of a bonus/gainsharing program to motivate and reward outstanding performance; the program baseline measures and reward amounts will be agreed upon in spring 2006 with implementation taking place in FY 2006-07
- ❖ GSA successfully negotiated with property insurance brokers to leverage its insurance buying power and save the PHT \$1.9 million in property insurance premium; the Department also lowered the administrative fee it charges departments for contract security administration to seven percent from eight percent
- ❖ GSA is implementing initiatives to provide efficient service like Web-Enrollment which promises to reduce data entry errors and shrink the benefits enrollment period, and "Just-in-Time" inventory management to lessen inventory carrying costs; the Department is proceeding with the conversion of long term temporary staff into full time positions in the Construction Management and Renovation Division and to add a Real State Officer to reduce the backlog of real estate acquisition related work; additionally, workload from two positions transferred to the 311 Answer Center will be re-distributed without backfilling the position

- ❖ The Enterprise Technology Services Department (ETSD) proposed plan incorporates into the Enterprise Technology Funding Model the technology service costs related to supporting the 311 Answer Center and enhancements to the County Web-Portal; funding is provided for the replacement of aging servers and controller; and to increase distributed database production capacity (\$3.33 million of Capital Outlay Reserve Fund)
- ❖ ETSD reorganized the IT Business Office and implemented an overhead expense allocation methodology that will allow for the reduction of five administrative positions and the reduction of the monthly phone charge to \$21.00 (per phone line) from \$22.23 and a reduction of the monthly charge per 800 MHz radio to \$19.73 from \$22.79; ETSD implemented a quality control program at the GIS database maintenance section that reduced inaccuracies in the database to less than 2,000 from 30,000
- ❖ The Department of Procurement Management (DPM) will implement a technology driven procurement management system to consolidate procurement databases which track vendor past performance and solicitation history into one system that is compatible with the planned Enterprise Resource Planning; the technology solutions in conjunction with modifications to business and administrative processes will reduce procurement cycle time
- ❖ The Employee Relations Department (ERD) will begin a multi-year phased acquisition and implementation of technology solutions aimed at streamlining and improving human resource processes such as recruitment, position control, executive compensation review, and other personnel transactions; funding includes \$540,000 for mandatory training provided by MDCU and the implementation of an executive level training program at no charge to other County departments; and \$110,000 for an existing ERD Deputy Director position to provide additional leadership and coordination in the streamlining and automation of human resource business processes
- ❖ The Finance Department will implement various improvements at the Tax Collector's office locations and systems; funding includes office renovation, upgrade of the Interactive Voice Response System, automated mail processing, and interactive online computer systems, to improve customer service, public access, and simplify and diversify payment and renewal processes; the Credit and Collections Section continues operating under a performance-based MOU that provides financial-based incentives to collectors; from April 1, 2004 through March 31, 2005, collectors generated \$2.8 million from initial and large payments on uncollected accounts, resulting in eligible employees receiving gainsharing bonuses totaling \$59,360
- ❖ The Elections Department proposed funding includes various facility and equipment improvements to provide equal access to facilities, improve vote tabulation, provide back-up power, upgrade the fire suppression system, and implement an Electronic Document Management; these improvements are needed to comply with American with Disabilities Act requirements, reduce vote tabulation time while improving accuracy, ensure continued power supply during operations, protect staff and sensitive computer equipment from fire hazards, and reduce the need for storage warehouse space
- ❖ The proposed plan includes funding for 19 full-time positions in the Elections Department to replace seasonal staff support and provide supervision in several areas of their operations including absentee voting, early voting, voter registration, poll worker recruitment / training, voter systems, and ballot tabulation (\$1.257 million)

- ❖ The Office of Fair Employment Practices (OFEP) will expand throughout the County a pilot program that tracks incidents involving discrimination and harassment and provides management with case history; OFEP will share access to the Lexis-Nexis legal database with the County Attorney's Office in FY 2005-06, thereby saving the County the cost of an additional subscription (\$3,000)
- ❖ The Office of Agenda Coordination will promote the availability of agenda items and agendas on-line, and continue to enhance Legistar to make more information available on the County's website
- ❖ The Department of Business Development (DBD) will increase the number of audits conducted from 80 to 85 percent of the total number of active/open projects and perform 4,320 site visits annually; the Department will achieve an average turnaround time of 22 days for first time certifications and maintain an average of 12 days for all re-certifications
- ❖ The Commission on Ethics and Public Trust will add two additional investigator positions to alleviate the backlog of investigations; complete ethics training to all 1,650 Miami-Dade County Advisory Board members by March 2006; and complete the remaining post election audits from the 2004 elections by July 2006; and in conjunction with the Miami Herald, and the School of Communications at Florida International University, will sponsor the first Media Ethics Conference to be held in October 2005
- ❖ The Office of American with Disabilities Act Coordination will continue to fund the Manager's Outreach Intern Program which affords opportunities for persons with special needs (\$145,000)
- ❖ Audit and Management Services will develop an annual work plan that focuses on cost containment, revenue enhancement, service delivery, statutory and regulatory compliance, and reducing fraud, waste and abuse, and issue no less than 40 timely audit reports
- ❖ The OSBM FY 2005-06 proposed staffing and funding level includes the reduction of five vacant positions; workload will be redistributed and the functions absorbed by existing staff
- ❖ In FY 2005-06, staff from OSBM will complete the deployment of a new integrated performance management system throughout County government and increase the number of measures integrated into the new performance management system to 600 from 400
- ❖ The Property Appraisal (PA) Department will complete implementation of the Computer Aided Mass Appraisal system in FY 2005-06; proposed funding includes resources for 18 new positions to support increased Value Adjustment Board appeals, Homestead Exemption investigations, additional workload associated with property deeds, an extensive community outreach and education campaign, and new parcels and plats recordings brought on by the unprecedented growth in the real estate market